

# City Agencies

The Fiscal Year 2012 Adopted Budget includes summary budget information as developed and reported by six City agencies: the Redevelopment Agency, Southeastern Economic Development Corporation (SEDC), Centre City Development Corporation (CCDC), San Diego Housing Commission (SDHC), San Diego City Employees' Retirement System (SDCERS), and the San Diego Data Processing Corporation (SDDPC).

The budget for these agencies have been approved by their respective governing boards.

**Table 1** summarizes the Fiscal Year 2012 budgets for these City agencies.

**Table 1: Fiscal Year 2012 Budget**

|   | FY 2012 Budget<br>(in millions) | Positions |
|---|---------------------------------|-----------|
| Redevelopment Agency                          | \$ 44.9                         | 31.50     |
| Southeastern Economic Development Corporation | \$ 8.2                          | 11.00     |
| Centre City Development Corporation           | \$ 140.1                        | 46.25     |
| San Diego Housing Commission                  | \$ 285.1                        | 268.50    |
| San Diego City Employees' Retirement System   | \$ 44.3                         | 62.00     |
| San Diego Data Processing Corporation         | \$ 40.3                         | 215.00    |

## Redevelopment Agency

### Mission Statement

To improve the quality of life and ensure a healthy economy for all San Diegans through job development, business development, neighborhood revitalization, public improvements, redevelopment, social services, and revenue enhancement.

The Redevelopment Agency was created by the City Council in 1958 to alleviate blight in older urban areas. The Redevelopment Agency is able to use special legal and financial mechanisms to eliminate blight and to improve economic and physical conditions in designated areas of the City. This authority is conferred to the Agency through the State of California Health and Safety Code (Section 33000-et.seq.), also known as the California Community Redevelopment Law.

Although the Redevelopment Agency is a separate legal entity, the City Council serves as its legislative body. The Council President chairs the Agency, and the City Attorney serves as general counsel. The City's Redevelopment Department serves as staff to the Agency.

City staff working on behalf of the Agency coordinate budget and reporting requirements, prepare the Redevelopment Agency Docket, and maintain the Agency's official records. Staff also coordinates the activities of the Agency's two public nonprofit corporations: Centre City Development Corporation (CCDC) and Southeastern Economic Development Corporation (SEDC).

The Redevelopment Agency manages 14 Redevelopment Project Areas encompassing more than 11,759 acres. Of the 14 redevelopment areas, 11 are managed by the Redevelopment Department, with the other areas managed by CCDC and SEDC. The project areas managed by the Redevelopment Department are Barrio Logan, City Heights, College Community, College Grove,

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Crossroads, Grantville, Linda Vista, Naval Training Center (NTC), North Bay, North Park, and San Ysidro.

The Redevelopment Department administers six Project Area Committees that advise the Agency regarding plan adoption and project implementation activities.

On February 28, 2011, the Redevelopment Agency and the City of San Diego entered into a Cooperation Agreement for Payment of Costs Associated with Certain Redevelopment Agency Funded Projects (Cooperation Agreement). Pursuant to this Cooperation Agreement, the Redevelopment Agency's Fiscal Year 2012 budget includes payments to the City to fund certain redevelopment projects.

On June 30, 2011, Governor Brown signed ABX1 26 which eliminates redevelopment agencies, and ABX1 27 which allows redevelopment agencies to exist under specific conditions. The budget approved by the Redevelopment Agency Board on June 14, 2011 does not reflect the impact of the legislation signed by the Governor. The Redevelopment Agency budget may be amended by the Redevelopment Agency Board to reflect the new legislation.

**Table 2: Redevelopment Agency Budget Summary - City Redevelopment Project Areas**

|  | FY 2011<br>Budget <sup>2</sup> | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|--|--------------------------------|----------------------|--------------------------|
| Positions <sup>1</sup>                           | 31.50                          | 31.50                | -                        |
| Personnel Expense <sup>1</sup>                   | \$ 3,501,753                   | \$ 3,459,239         | \$ (42,514)              |
| Non-Personnel Expense (Redevelopment Department) | 310,820                        | 325,883              | 15,063                   |
| Non-Personnel Expense (Redevelopment Agency)     | 42,701,045                     | 41,166,307           | (1,534,738)              |
| <b>TOTAL</b>                                     | <b>\$ 46,513,618</b>           | <b>\$ 44,951,429</b> | <b>\$ (1,562,189)</b>    |

<sup>1</sup> All positions and personnel expenses are budgeted within the City of San Diego's Redevelopment Department. For further details on salary, fringe, non-personnel expenditures, and revenue for the Redevelopment Department, please refer to Volume II: Department Detail. Note that all Redevelopment Department expenses are paid for by the Redevelopment Agency. They are shown separately to reflect the administrative work done by City staff.

<sup>2</sup> Source: Redevelopment Agency Fiscal Year 2011 Budget. These Fiscal Year 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because the Fiscal Year 2011 budget was approved by the San Diego Redevelopment Agency Board after the information was submitted to the City for publication.

**Table 3: Redevelopment Agency Expenditures - City Redevelopment Project Areas**

|   | FY 2011<br>Budget <sup>3</sup> | FY 2012<br>Budget   | FY 2011 - 2012<br>Change |
|---|--------------------------------|---------------------|--------------------------|
| <b>PERSONNEL<sup>1</sup></b>                    |                                |                     |                          |
| Salaries & Wages                                | \$ 2,182,652                   | \$ 2,068,367        | \$ (114,285)             |
| Fringe Benefits                                 | 1,319,101                      | 1,390,872           | 71,771                   |
| <b>SUBTOTAL PERSONNEL</b>                       | <b>\$ 3,501,753</b>            | <b>\$ 3,459,239</b> | <b>\$ (42,514)</b>       |
| <b>NON-PERSONNEL (Redevelopment Department)</b> |                                |                     |                          |
| Supplies and Services                           | \$ 209,077                     | \$ 201,374          | \$ (7,703)               |
| Information Technologies                        | 86,085                         | 70,136              | (15,949)                 |
| Energy and Utilities                            | 14,758                         | 6,195               | (8,563)                  |

**Table 3: Redevelopment Agency Expenditures - City Redevelopment Project Areas (Cont'd)**

|  | FY 2011<br>Budget <sup>3</sup> | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|--|--------------------------------|----------------------|--------------------------|
| Other  | 900                            | 48,178               | 47,278                   |
| <b>SUBTOTAL NON-PERSONNEL (Redevelopment Department)</b> | <b>\$ 310,820</b>              | <b>\$ 325,883</b>    | <b>\$ 15,063</b>         |
| <b>NON-PERSONNEL (Redevelopment Agency)</b>              |                                |                      |                          |
| Capital Projects <sup>2</sup>                            | \$ 14,096,135                  | \$ 6,353,667         | \$ (7,742,468)           |
| Low/Mod Housing  | 6,390,735                      | 2,674,951            | (3,715,784)              |
| Tax Sharing  | 13,075,155                     | 10,251,542           | (2,823,613)              |
| Debt Service   | 9,139,020                      | 21,886,146           | 12,747,126               |
| <b>SUBTOTAL NON-PERSONNEL (Redevelopment Agency)</b>     | <b>\$ 42,701,045</b>           | <b>\$ 41,166,307</b> | <b>\$ (1,534,738)</b>    |
| <b>TOTAL</b>   | <b>\$ 46,513,618</b>           | <b>\$ 44,951,429</b> | <b>\$ (1,562,189)</b>    |

<sup>1</sup> All positions and personnel expenses are budgeted within the City of San Diego's Redevelopment Department. For further details on salary, fringe, non-personnel expenditures, and revenue for the Redevelopment Department, please refer to Volume II: Department Detail. Note that all Redevelopment Department expenses are paid for by the Redevelopment Agency. They are shown separately to reflect the administrative work done by City staff.

<sup>2</sup> The Capital Projects category includes administrative costs incurred directly by the Agency. However, for budget display purposes (Agency Budget) administrative costs are displayed in a separate category (Administration) in the Agency's budget document. Accordingly, though technically correct, the Capital Projects budget in this table will appear higher than what is represented in the Agency budget document.

<sup>3</sup> Source: Redevelopment Agency Fiscal Year 2011 Budget. These Fiscal Year 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because the Fiscal Year 2011 budget was approved by the San Diego Redevelopment Agency Board after the information was submitted to the City for publication.

**Table 4: Redevelopment Agency Significant Budget Adjustments - City Redevelopment Project Areas**

| Significant Budget Adjustments <sup>1</sup>  | Position | Revenue               | Expenses              |
|--|----------|-----------------------|-----------------------|
| <b>NON-PERSONNEL EXPENDITURE ADJUSTMENTS</b>   |          |                       |                       |
| Reduction in expenditures due to a reduction in anticipated Tax Increment.                 | -        | \$ -                  | \$ (1,562,189)        |
| <b>TOTAL EXPENSE ADJUSTMENTS</b>   | <b>-</b> | <b>\$ -</b>           | <b>\$ (1,562,189)</b> |
| <b>REVENUE ADJUSTMENTS</b>   |          |                       |                       |
| Reduction in revenue due to reduction in property tax, lease revenue and interest revenue. | -        | \$ (1,562,320)        | \$ -                  |
| <b>TOTAL REVENUE ADJUSTMENTS</b>   | <b>-</b> | <b>\$ (1,562,320)</b> | <b>\$ -</b>           |

<sup>1</sup> Significant budget adjustments for the City of San Diego's Redevelopment Department can be found in Volume II: Department Detail.

**Table 5: Redevelopment Agency Reimbursement to Departments/Entities - City Redevelopment Project Areas**

| Departments/Entities     | FY 2011<br>Budget <sup>1</sup> | FY 2012<br>Budget | FY 2011 - 2012<br>Change |
|--------------------------|--------------------------------|-------------------|--------------------------|
| Redevelopment Department | \$ 3,812,573                   | \$ 3,785,122      | \$ (27,451)              |
| Comptroller Office       | 185,591                        | 194,871           | 9,280                    |

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**Table 5: Redevelopment Agency Reimbursement to Departments/Entities - City Redevelopment Project Areas (Cont'd)**

| Departments/Entities   | FY 2011 Budget <sup>1</sup> | FY 2012 Budget      | FY 2011 - 2012 Change |
|--|-----------------------------|---------------------|-----------------------|
| City Attorney  | 485,944                     | 471,271             | (14,673)              |
| City Treasurer   | 8,400                       | 51,100              | 42,700                |
| Debt Management  | 88,096                      | 49,200              | (38,896)              |
| Neighborhood Code Compliance (Development Services) <sup>2</sup> | 267,906                     | 386,380             | 118,474               |
| City Planning & Community Investment                             | 72,000                      | 88,000              | 16,000                |
| General Government Services Billing (GGSB)                       | 201,388                     | 313,916             | 112,528               |
| Equal Opportunity Contracting                                    | 34,990                      | 36,740              | 1,750                 |
| Engineering  | 50,000                      | 52,500              | 2,500                 |
| SAP Application Support  | -                           | 167,858             | 167,858               |
| <b>TOTAL</b>   | <b>\$ 5,206,888</b>         | <b>\$ 5,596,958</b> | <b>\$ 390,070</b>     |

<sup>1</sup> Source: Redevelopment Agency Fiscal Year 2011 Budget. These Fiscal Year 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because the Fiscal Year 2011 budget was approved by the San Diego Redevelopment Agency Board after the information was submitted to the City for publication.

<sup>2</sup> Reimbursement amount for Neighborhood Code Compliance Division (Code Enforcement services) within the Development Services Department. Fiscal Year 2012 funding is provided through a combination of Cooperation Agreement carryover and Agency budget.

**Table 6: Redevelopment Agency Revenues - City Redevelopment Project Areas**

| Revenue Source                    | FY 2011 Budget <sup>1</sup> | FY 2012 Budget       | FY 2011 - 2012 Change |
|-----------------------------------|-----------------------------|----------------------|-----------------------|
| Tax Increment                     | \$ 44,916,224               | \$ 44,501,000        | \$ (415,224)          |
| Developer Proceeds/Advances       | 445,472                     | 391,200              | (54,272)              |
| Interest/Lease/Note/Other Revenue | 391,466                     | 59,100               | (332,366)             |
| Prior Year Revenues               | 760,458                     | -                    | (760,458)             |
| <b>TOTAL</b>                      | <b>\$ 46,513,620</b>        | <b>\$ 44,951,300</b> | <b>\$ (1,562,320)</b> |

<sup>1</sup> Source: Redevelopment Agency Fiscal Year 2011 Budget. These Fiscal Year 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because the Fiscal Year 2011 budget was approved by the San Diego Redevelopment Agency Board after the information was submitted to the City for publication.

## Southeastern Economic Development Corporation

### Mission Statement

The Southeastern Economic Development Corporation (SEDC) builds better neighborhoods and communities. We invest local dollars, support and create jobs, eliminate blight, and strengthen local economies by building safe, healthy, affordable, and sustainable communities in southeastern San Diego.

Economic development activities undertaken by SEDC complement the redevelopment activities that have already occurred throughout SEDC's jurisdiction. The economic activities include, but are not limited to: support to the oversight of the Agency's employment and training requirements for

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developers, the Entrepreneur Academy, technical assistance for small businesses, a water conservation campaign, and various business-related workshops.

SEDC is a public benefit, non-profit corporation responsible for all redevelopment activities within a seven-square-mile area immediately east of downtown San Diego. SEDC has a nine member Board of Directors appointed by the Mayor and the City Council. Established in 1981 by the City of San Diego, SEDC is responsible for an area bound by the Martin L. King, Jr. Freeway (State Route 94) to the north, Interstate 5 to the south and west, and 69th Street to the east. SEDC's sphere of influence covers 15 neighborhoods within the Southeastern San Diego Merged Project Area, comprised of component areas Central Imperial, Gateway Center West, Mount Hope, and Southcrest.

SEDC's corporate strategy integrates the best of both redevelopment and economic development. As a result, we have been successful in providing new residential, industrial, and commercial developments throughout our entire geographic sphere of influence. At the same time, our commitment to encourage and actively assist both new and existing enterprises is clear and unequivocal.

SEDC's budget is comprised of capital projects, low and moderate income housing projects, economic development, mandatory obligations, and administration. The Fiscal Year 2012 Adopted budget for SEDC is \$8.2 million.

On February 28, 2011, the Redevelopment Agency and the City of San Diego entered into a Cooperation Agreement for Payment of Costs Associated with Certain Redevelopment Agency Funded Projects (Cooperation Agreement). Pursuant to this Cooperation Agreement, the Redevelopment Agency's Fiscal Year 2012 budget includes payments to the City to fund certain redevelopment projects.

On June 30, 2011, Governor Brown signed ABX1 26 which eliminates redevelopment agencies, and ABX1 27 which allows redevelopment agencies to exist under specific conditions. The budget approved by SEDC's Board of Directors on April 27, 2011, and by the Redevelopment Agency Board on June 14, 2011, does not reflect the impact of the legislation signed by the Governor. The Redevelopment Agency budget may be amended by the Redevelopment Agency Board to reflect the new legislation.

**Table 7: Southeastern Economic Development Corporation Budget Summary**

|                       | FY 2011<br>Budget    | FY 2012<br>Budget   | FY 2011 - 2012<br>Change |
|-----------------------|----------------------|---------------------|--------------------------|
| Positions             | 10.00                | 11.00               | 1.00                     |
| Personnel Expense     | \$ 885,700           | \$ 1,119,000        | \$ 233,300               |
| Non-Personnel Expense | 9,819,600            | 7,119,200           | (2,700,400)              |
| <b>TOTAL</b>          | <b>\$ 10,705,300</b> | <b>\$ 8,238,200</b> | <b>\$ (2,467,100)</b>    |

**Table 8: Southeastern Economic Development Corporation Expenditures**

|                           | FY 2011<br>Budget | FY 2012<br>Budget | FY 2011 - 2012<br>Change |
|---------------------------|-------------------|-------------------|--------------------------|
| <b>PERSONNEL</b>          |                   |                   |                          |
| Salaries & Wages          | \$ 637,500        | \$ 817,400        | \$ 179,900               |
| Overtime                  | 22,500            | 18,200            | (4,300)                  |
| Fringe Benefits (health)  | 81,800            | 93,100            | 11,300                   |
| Fringe Benefits (pension) | 83,700            | 106,600           | 22,900                   |

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**Table 8: Southeastern Economic Development Corporation Expenditures (Cont'd)**

|   | FY 2011<br>Budget    | FY 2012<br>Budget   | FY 2011 - 2012<br>Change |
|---|----------------------|---------------------|--------------------------|
| Fringe Benefits (Life Insurance, Workers' Comp, Employer Employment Taxes, Pay-In-Lieu) | 60,200               | 83,700              | 23,500                   |
| <b>SUBTOTAL PERSONNEL</b>   | <b>\$ 885,700</b>    | <b>\$ 1,119,000</b> | <b>\$ 233,300</b>        |
| <b>NON-PERSONNEL</b>  |                      |                     |                          |
| Supplies & Services   | \$ 346,100           | \$ 155,800          | \$ (190,300)             |
| Professional Services   | 282,500              | 172,200             | (110,300)                |
| Information Technologies  | 13,200               | 12,000              | (1,200)                  |
| Energy/Utilities  | 19,500               | 11,000              | (8,500)                  |
| Equipment Outlay  | -                    | 1,000               | 1,000                    |
| Project Budgets <sup>1</sup>  | 3,961,700            | -                   | (3,961,700)              |
| Tax Sharing   | 555,700              | 466,000             | (89,700)                 |
| Education Revenue Augmentation Fund (ERAF)  | 476,300              | -                   | (476,300)                |
| CDBG Payments   | 324,000              | 346,300             | 22,300                   |
| City/County Payments <sup>1</sup>   | 586,400              | 603,300             | 16,900                   |
| City Debt Repayment   | -                    | 10,000              | 10,000                   |
| Debt Service Appropriation  | 3,254,200            | 2,908,600           | (345,600)                |
| Cooperation Agmt-Capital Proj   | -                    | 1,921,400           | 1,921,400                |
| Cooperation Agmt-Low/Mod Proj   | -                    | 511,600             | 511,600                  |
| <b>SUBTOTAL NON-PERSONNEL</b>   | <b>\$ 9,819,600</b>  | <b>\$ 7,119,200</b> | <b>\$ (2,700,400)</b>    |
| <b>TOTAL</b>  | <b>\$ 10,705,300</b> | <b>\$ 8,238,200</b> | <b>\$ (2,467,100)</b>    |

<sup>1</sup> City/County payments were budgeted as part of Project Budgets in the Fiscal Year 2011 Adopted Budget. They are called out separately here in an effort to better describe budgeted expenditures.

**Table 9: Southeastern Economic Development Corporation Significant Budget Adjustments**

| Significant Budget Adjustments   | Position | Revenue | Expenses       |
|--|----------|---------|----------------|
| <b>SALARIES AND BENEFITS ADJUSTMENTS</b>   |          |         |                |
| Increase in personnel budget to reflect the addition of accounting/clerical support, the promotion of a Manager to a VP of Operations, and a full year of the new president's salary | 1.00     | \$ -    | \$ 233,300     |
| <b>NON-PERSONNEL EXPENDITURE ADJUSTMENTS</b>   |          |         |                |
| Project costs are reflected in the Cooperation Agreement line items for Fiscal Year 2012 (see Table 8)   | -        | \$ -    | \$ (3,961,700) |
| Cooperation Agreement transfers for capital projects to the City of San Diego  | -        | -       | 1,921,400      |
| Cooperation Agreement transfers for affordable housing projects to the City of San Diego   | -        | -       | 511,600        |

**Table 9: Southeastern Economic Development Corporation Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments  | Position    | Revenue               | Expenses              |
|---|-------------|-----------------------|-----------------------|
| Reduction of administrative expenses to reflect continuing extensive cost cutting efforts by staff and legal settlements anticipated to offset administrative costs | -           | -                     | (309,300)             |
| Tax sharing reduction because of reduced tax increment for the previous year  | -           | -                     | (89,700)              |
| Debt service reduction because Gateway Center West 1995 bonds were fully redeemed in Fiscal Year 2011   | -           | -                     | (345,600)             |
| The ERAF payment has not been announced for Fiscal Year 2012 by the State   | -           | -                     | (476,300)             |
| Increase in anticipated City and County payments includes expected increases specifically in City Attorney fees   | -           | -                     | 16,900                |
| City debt repayment   | -           | -                     | 10,000                |
| Increase in CDBG repayments for Fiscal Year 2012 per Agency approved repayment schedule   | -           | -                     | 22,300                |
| <b>TOTAL EXPENSE ADJUSTMENTS</b>  | <b>1.00</b> | <b>\$ -</b>           | <b>\$ (2,467,100)</b> |
| <b>REVENUE ADJUSTMENTS</b>  |             |                       |                       |
| Tax increment anticipated to be the same as the county's prediction for Fiscal Year 2011, which exceeded the Fiscal Year 2011 budgeted amount                       | -           | \$ 131,500            | \$ -                  |
| There is less available prior years' bond proceeds and Other Revenue due to project implementation  | -           | (2,598,600)           | -                     |
| <b>TOTAL REVENUE ADJUSTMENTS</b>  | <b>-</b>    | <b>\$ (2,467,100)</b> | <b>\$ -</b>           |

**Table 10: Southeastern Economic Development Corporation Reimbursements to Departments/Entities**

| Departments/Entities                       | FY 2011 Budget | FY 2012 Budget | FY 2011 - 2012 Change |
|--|----------------|----------------|-----------------------|
| Arbitrage Services                         | \$ 12,000      | \$ 12,000      | \$ -                  |
| CDBG Audit Fees                            | 25,000         | -              | (25,000)              |
| City Attorney                              | 45,500         | 76,700         | 31,200                |
| City Comptroller                           | 90,000         | 90,000         | -                     |
| City Treasurer                             | 30,000         | 24,000         | (6,000)               |
| County Fees/Services                       | 120,000        | 120,000        | -                     |
| CRA Membership Fees                        | -              | 2,000          | 2,000                 |
| Debt Policy Consultant                     | -              | 900            | 900                   |
| Financial Management                       | 1,000          | 1,000          | -                     |
| General Liability Insurance                | 50,000         | 49,800         | (200)                 |
| General Government Services Billing (GGSB) | 86,400         | 86,400         | -                     |
| Housing and Homeless Services Coordinator  | -              | 2,400          | 2,400                 |



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**Table 10: Southeastern Economic Development Corporation Reimbursements to Departments/Entities (Cont'd)**

| Departments/Entities           | FY 2011 Budget    | FY 2012 Budget    | FY 2011 - 2012 Change |
|--------------------------------|-------------------|-------------------|-----------------------|
| Redevelopment Audit Fees       | 75,000            | 74,000            | (1,000)               |
| Redevelopment Division         | 50,000            | 50,000            | -                     |
| Municipal Revenue Advisors     | 1,500             | 1,500             | -                     |
| SDDP - SAP System <sup>1</sup> | -                 | 1,600             | 1,600                 |
| Trustee Payments <sup>1</sup>  | -                 | 11,000            | 11,000                |
| <b>TOTAL</b>                   | <b>\$ 586,400</b> | <b>\$ 603,300</b> | <b>\$ 16,900</b>      |

<sup>1</sup> This item did not appear in the Fiscal Year 2011 Adopted Budget as a separate item.

**Table 11: Southeastern Economic Development Corporation Revenues**

| Revenue Source                     | FY 2011 Budget       | FY 2012 Budget      | FY 2011 - 2012 Change |
|------------------------------------|----------------------|---------------------|-----------------------|
| Tax Increment                      | \$ 5,600,000         | \$ 5,731,500        | \$ 131,500            |
| Other Revenue                      | 26,000               | 25,700              | (300)                 |
| Bond Proceeds/Prior Years' Revenue | 5,079,300            | 2,481,000           | (2,598,300)           |
| <b>TOTAL</b>                       | <b>\$ 10,705,300</b> | <b>\$ 8,238,200</b> | <b>\$ (2,467,100)</b> |

**Table 12: Southeastern Economic Development Corporation Salary Schedule**

| Position Title             | FY 2011 Budget |                   |                                       |                   |                   | FY 2012 Budget |                   |                                       |                   |                   |
|----------------------------|----------------|-------------------|---------------------------------------|-------------------|-------------------|----------------|-------------------|---------------------------------------|-------------------|-------------------|
|                            | Positions      | Base Salary       | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal   | Fringe Benefits   | Positions      | Base Salary       | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal   | Fringe Benefits   |
| President                  | 1.00           | \$ 75,000         | \$ -                                  | \$ 75,000         | \$ 23,300         | 1.00           | \$ 170,000        | \$ -                                  | \$ 170,000        | \$ 46,100         |
| CFO                        | 1.00           | 115,000           | -                                     | 115,000           | 32,300            | 1.00           | 122,900           | -                                     | 122,900           | 35,100            |
| VP, Projects & Development | 1.00           | 90,000            | -                                     | 90,000            | 37,100            | 1.00           | 93,000            | -                                     | 93,000            | 39,700            |
| VP, Operations             | -              | -                 | -                                     | -                 | -                 | 1.00           | 65,000            | -                                     | 65,000            | 18,300            |
| Project and Other Managers | 2.00           | 118,500           | -                                     | 118,500           | 51,500            | 1.00           | 67,000            | -                                     | 67,000            | 25,500            |
| Staff Accountants          | 1.00           | 54,000            | -                                     | 54,000            | 25,600            | 1.00           | 58,400            | -                                     | 58,400            | 28,100            |
| Admin/Support Staff        | 4.00           | 185,000           | -                                     | 185,000           | 51,800            | 5.00           | 241,100           | -                                     | 241,100           | 87,400            |
| Overtime/Interns           | -              | 22,500            | -                                     | 22,500            | 4,100             | -              | 18,200            | -                                     | 18,200            | 3,200             |
| <b>TOTAL</b>               | <b>10.00</b>   | <b>\$ 660,000</b> | <b>\$ -</b>                           | <b>\$ 660,000</b> | <b>\$ 225,700</b> | <b>11.00</b>   | <b>\$ 835,600</b> | <b>\$ -</b>                           | <b>\$ 835,600</b> | <b>\$ 283,400</b> |



## Centre City Development Corporation

### Mission Statement

To act on behalf of the Redevelopment Agency of the City of San Diego to create a 24-hour livable, downtown community by eliminating blight, providing affordable housing, improving the public realm, facilitating public and private developments, stimulating economic development, and creating jobs.

Centre City Development Corporation (CCDC) was created by the City of San Diego in 1975 as an independent non-profit corporation, in order to plan, implement, and direct the redevelopment of San Diego's urban core. CCDC oversees the redevelopment of approximately 1,450 acres, an area that includes Centre City and Horton Plaza Redevelopment Project Areas.

CCDC has a nine member Board of Directors appointed by the City Council to manage the Corporation and its professional staff.

On February 28, 2011, the Redevelopment Agency and the City of San Diego entered into a Cooperation Agreement for Payment of Costs Associated with Certain Redevelopment Agency Funded Projects (Cooperation Agreement). Pursuant to this Cooperation Agreement, the Redevelopment Agency's Fiscal Year 2012 budget includes payments to the City to fund certain redevelopment projects.

On June 30, 2011, Governor Brown signed ABX1 26 which eliminates redevelopment agencies, and ABX1 27 which allows redevelopment agencies to exist under specific conditions. The budget approved by the Agency Board on June 14, 2011 does not reflect the impact of the legislation signed by the Governor. The Redevelopment Agency budget may be amended by the Redevelopment Agency Board to reflect the new legislation.

**Table 13: Centre City Development Corporation Budget Summary**

|                       | FY 2011<br>Budget     | FY 2012<br>Budget     | FY 2011 - 2012<br>Change |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Positions             | 47.75                 | 46.25                 | (1.50)                   |
| Personnel Expense     | \$ 6,038,000          | \$ 5,982,000          | \$ (56,000)              |
| Non-Personnel Expense | 148,595,000           | 134,078,000           | (14,517,000)             |
| <b>TOTAL</b>          | <b>\$ 154,633,000</b> | <b>\$ 140,060,000</b> | <b>\$ (14,573,000)</b>   |

**Table 14: Centre City Development Corporation Expenditures**

|  | FY 2011<br>Budget   | FY 2012<br>Budget   | FY 2011 - 2012<br>Change |
|--|---------------------|---------------------|--------------------------|
| <b>PERSONNEL</b>                       |                     |                     |                          |
| Salaries & Wages                       | \$ 3,890,000        | \$ 3,845,000        | \$ (45,000)              |
| Interns                                | 90,000              | 76,000              | (14,000)                 |
| Overtime                               | 20,000              | 18,000              | (2,000)                  |
| Fringe Benefits (health)               | 777,082             | 814,000             | 36,918                   |
| Fringe Benefits (pension) <sup>1</sup> | 966,060             | 933,062             | (32,998)                 |
| Fringe Benefits (other) <sup>1,2</sup> | 294,858             | 295,938             | 1,080                    |
| <b>SUBTOTAL PERSONNEL</b>              | <b>\$ 6,038,000</b> | <b>\$ 5,982,000</b> | <b>\$ (56,000)</b>       |

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**Table 14: Centre City Development Corporation Expenditures (Cont'd)**

|  | FY 2011<br>Budget     | FY 2012<br>Budget     | FY 2011 - 2012<br>Change |
|--|-----------------------|-----------------------|--------------------------|
| <b>NON-PERSONNEL</b>                       |                       |                       |                          |
| Corporation Professional Services          | \$ 600,000            | \$ 600,000            | \$ -                     |
| Corporation Other G & A Expenses           | 1,729,000             | 1,580,000             | (149,000)                |
| Capital Projects                           | 47,933,000            | 12,276,000            | (35,657,000)             |
| Affordable Housing                         | 15,557,000            | -                     | (15,557,000)             |
| Tax Sharing/ERAF                           | 25,159,000            | 17,000,000            | (8,159,000)              |
| Debt Service/City Payments                 | 57,617,000            | 60,178,000            | 2,561,000                |
| Co-op Payment Low/Mod Housing <sup>3</sup> | -                     | 11,031,000            | 11,031,000               |
| Co-op Payment Non-Housing <sup>4</sup>     | -                     | 31,413,000            | 31,413,000               |
| <b>SUBTOTAL NON-PERSONNEL</b>              | <b>\$ 148,595,000</b> | <b>\$ 134,078,000</b> | <b>\$ (14,517,000)</b>   |
| <b>TOTAL</b>                               | <b>\$ 154,633,000</b> | <b>\$ 140,060,000</b> | <b>\$ (14,573,000)</b>   |

<sup>1</sup> In the City of San Diego's Fiscal Year 2011 Adopted Budget, CCDC's budget included Fringe Benefits (pension) budgeted at \$967,642 and Fringe Benefits (other) budgeted at \$293,276. While the overall fringe total remains the same, the amounts listed for Fringe Benefits (pension) and (other) have been changed slightly to reflect what was actually approved by the Redevelopment Agency.

<sup>2</sup> Other Fringe Benefits include: Life insurance, Long-Term Disability, Federal Medicare Insurance, Unemployment Insurance, Transit/Parking, Tuition Reimbursement, 125 Plan-Flex Benefit, Management Package, Vacation-In-Lieu, Employee Assistance Program, and Contingency for fringe benefits.

<sup>3</sup> The FY 2012 Cooperation Payment Low/Mod Housing is actually \$11.8 million; the \$0.8 million of the \$11.8 million is represented by CCDC administration accounted for in the Personnel section and the Non-Personnel Corporation Professional Services and Corporation Other G & A Expenses line items.

<sup>4</sup> The FY 2012 Cooperation Payment Non-Housing is actually \$36.1 million for Fiscal Year 2012; the \$4.6 million of the \$36.1 million is represented by CCDC administration accounted for in the Personnel section and the Non-Personnel Corporation Professional Services and Corporation Other G & A Expenses line items.

**Table 15: Centre City Development Corporation Significant Budget Adjustments**

| Significant Budget Adjustments   | Position | Revenue | Expenses     |
|--|----------|---------|--------------|
| <b>SALARIES AND BENEFITS ADJUSTMENTS</b>   |          |         |              |
| The budget reflects a net reduction of 1.50 FTE positions consisting of the reduction of 2.50 positions and the addition of 1.00 new position. The decreases represent a reduction of 1.00 Assistant Vice President, 1.00 Community Outreach Manager, and 0.50 Communication Specialist positions. The addition of 1.00 new position is for an Economic Development Sr. Project Manager. | (1.50)   | \$ -    | \$ (56,000)  |
| <b>NON-PERSONNEL EXPENDITURE ADJUSTMENTS</b>   |          |         |              |
| General administrative expense decrease primarily as a result of reductions in Rent - Equipment, Leasehold Improvements, Office/Computer Supplies, Advertising/Relocation/Recruitment, Professional Development & Associated Travel, Communications/Material & Events, FF&E/Computer Equipment and Consultants line items.   | -        | \$ -    | \$ (149,000) |
| Capital Projects decreased due to the Cooperation Agreement payment between the City and Agency.   | -        | -       | (35,657,000) |

**Table 15: Centre City Development Corporation Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments  | Position      | Revenue                | Expenses               |
|---|---------------|------------------------|------------------------|
| Affordable Housing decrease reflects a reduction of available revenue for Affordable Housing Capital Projects.  | -             | -                      | (15,557,000)           |
| Tax Sharing/ERAF reduction reflects the fact that the State-mandated ERAF payment has not been requested in FY 2012.  | -             | -                      | (8,159,000)            |
| Debt Service & City Payments increase reflects an increase in City payments due to the programmed repayment of City loans.  | -             | -                      | 2,561,000              |
| Co-op Low/Mod Housing Payment is new in Fiscal Year 2012 and reflects the payments required to be made under the Cooperation Agreement between the Redevelopment Agency and the City of San Diego.                              | -             | -                      | 11,031,000             |
| Co-op Non-Housing Payment is new in Fiscal Year 2012 and reflects the payments required to be made under the cooperation agreement between the Redevelopment Agency and the City of San Diego.                                  | -             | -                      | 31,413,000             |
| <b>TOTAL EXPENSE ADJUSTMENTS</b>  | <b>(1.50)</b> | <b>\$ -</b>            | <b>\$ (14,573,000)</b> |
| <b>REVENUE ADJUSTMENTS</b>  |               |                        |                        |
| Tax Increment decrease due to estimated lower property taxes and appeals.   | -             | \$ (3,245,000)         | \$ -                   |
| Developer Proceed/Pass Throughs decreased due to lower estimated Developer Impact Fees (DIF) as a result of decreased development activity.   | -             | (101,000)              | -                      |
| Interest, Rent & Other Revenue decrease is due to the transfer of Agency assets to the City. It is assumed that the City will collect this revenue and use it to support the Cooperation Agreement between the City and Agency. | -             | (4,564,000)            | -                      |
| Revenues from Other Agencies addition due to an increase in grants received for capital projects.   | -             | 4,442,000              | -                      |
| Misc./Prior Year revenue decreased due to less prior year budget available than in Fiscal Year 2011.  | -             | (11,105,000)           | -                      |
| <b>TOTAL REVENUE ADJUSTMENTS</b>  | <b>-</b>      | <b>\$ (14,573,000)</b> | <b>\$ -</b>            |

**Table 16: Centre City Development Corporation Reimbursements to Departments/Entities**

| Departments/Entities                 | FY 2011 Budget | FY 2012 Budget | FY 2011 - 2012 Change |
|--------------------------------------|----------------|----------------|-----------------------|
| City Attorney                        | \$ 400,000     | \$ 300,000     | \$ (100,000)          |
| City Comptroller                     | 225,000        | 225,000        | -                     |
| City Planning & Community Investment | 10,000         | 10,000         | -                     |
| City Treasurer                       | 200,000        | 200,000        | -                     |
| General Government Services          | 550,000        | 500,000        | (50,000)              |
| Homeless Coordinator                 | 21,500         | 21,500         | -                     |

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**Table 16: Centre City Development Corporation Reimbursements to Departments/Entities (Cont'd)**

| Departments/Entities         | FY 2011 Budget      | FY 2012 Budget      | FY 2011 - 2012 Change |
|------------------------------|---------------------|---------------------|-----------------------|
| Maintenance District         | 175,000             | 175,000             | -                     |
| Neighborhood Code Compliance | 301,000             | 301,000             | -                     |
| Other/Misc./Contingency      | 192,500             | 12,500              | (180,000)             |
| Purchasing-EEO               | 25,000              | 25,000              | -                     |
| Redevelopment Division       | 100,000             | 100,000             | -                     |
| SAP-AR Support               | -                   | 330,000             | 330,000               |
| <b>TOTAL</b>                 | <b>\$ 2,200,000</b> | <b>\$ 2,200,000</b> | <b>\$ -</b>           |

<sup>1</sup> In Fiscal Year 2012, the City Planning & Community Investment Department merged with the Development Services Department.

Note: Reimbursement to Departments/Entities are represented here regardless of whether or not they are budgeted under the Agency or under the Cooperation Agreement.

**Table 17: Centre City Development Corporation Revenues**

| Revenue Source                 | FY 2011 Budget        | FY 2012 Budget        | FY 2011 - 2012 Change  |
|--------------------------------|-----------------------|-----------------------|------------------------|
| Tax Increment                  | \$ 125,259,000        | \$ 122,014,000        | \$ (3,245,000)         |
| Developer Proceeds             | 1,801,000             | 1,700,000             | (101,000)              |
| Interest, Rent & Other Revenue | 11,652,000            | 7,088,000             | (4,564,000)            |
| Revenues from Other Agencies   | -                     | 4,442,000             | 4,442,000              |
| Misc./Prior Year               | 15,921,000            | 4,816,000             | (11,105,000)           |
| <b>TOTAL</b>                   | <b>\$ 154,633,000</b> | <b>\$ 140,060,000</b> | <b>\$ (14,573,000)</b> |

**Table 18: Centre City Development Corporation Salary Schedule**

| Position Title                      | FY 2011 Budget |             |                                       |                 |                              | FY 2012 Budget |             |                                       |                 |                              |
|-------------------------------------|----------------|-------------|---------------------------------------|-----------------|------------------------------|----------------|-------------|---------------------------------------|-----------------|------------------------------|
|                                     | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>1</sup> | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>1</sup> |
| President & COO                     | 1.00           | \$ 225,000  | \$ -                                  | \$ 225,000      | \$ 121,751                   | 1.00           | \$ 225,000  | \$ -                                  | \$ 225,000      | \$ 122,459                   |
| Executive Vice President & CFO      | 1.00           | 176,800     | -                                     | 176,800         | 96,419                       | 1.00           | 176,800     | 5,200                                 | 182,000         | 99,629                       |
| Vice President                      | 3.00           | 378,220     | 9,000                                 | 387,220         | 214,007                      | 3.00           | 355,500     | 14,000                                | 369,500         | 208,178                      |
| Assistant Vice President            | 4.00           | 421,755     | 6,000                                 | 427,755         | 224,811                      | 3.00           | 338,000     | 10,500                                | 348,500         | 191,028                      |
| Senior Project Manager              | 6.00           | 609,717     | 9,000                                 | 618,717         | 325,173                      | 7.00           | 703,437     | 11,563                                | 715,000         | 379,613                      |
| Associate/Assistant Project Manager | 2.00           | 135,540     | -                                     | 135,540         | 71,234                       | 2.00           | 135,540     | 1,591                                 | 137,131         | 72,807                       |

**Table 18: Centre City Development Corporation Salary Schedule (Cont'd)**

| Position Title                               | FY 2011 Budget |                     |                                       |                     |                              | FY 2012 Budget |                     |                                       |                     |                              |
|--|----------------|---------------------|---------------------------------------|---------------------|------------------------------|----------------|---------------------|---------------------------------------|---------------------|------------------------------|
|  | Positions      | Base Salary         | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits <sup>1</sup> | Positions      | Base Salary         | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits <sup>1</sup> |
| Managers: Marketing, IT, Contracting         | 5.00           | 375,230             | -                                     | 375,230             | 197,206                      | 4.00           | 304,000             | 8,600                                 | 312,600             | 165,968                      |
| Planner                                      | 6.00           | 420,630             | 8,000                                 | 428,630             | 225,271                      | 6.00           | 427,860             | 14,110                                | 441,970             | 234,654                      |
| Specialist: Marketing, Graphic, EEO, IT, GIS | 4.75           | 275,753             | 4,500                                 | 280,253             | 147,290                      | 4.25           | 259,753             | 3,575                                 | 263,328             | 139,808                      |
| Accountants & Financial Analysts             | 5.00           | 329,980             | -                                     | 329,980             | 173,424                      | 5.00           | 332,710             | 6,790                                 | 339,500             | 180,250                      |
| Confidential Assistant & Board Liaison       | 1.00           | 69,216              | 3,500                                 | 72,716              | 38,217                       | 1.00           | 73,000              | 1,800                                 | 74,800              | 39,713                       |
| Executive and Administrative Assistant       | 5.00           | 255,529             | -                                     | 255,529             | 134,296                      | 5.00           | 255,529             | 1,921                                 | 257,450             | 136,687                      |
| Clerical Support                             | 4.00           | 131,100             | -                                     | 131,100             | 68,901                       | 4.00           | 131,610             | 4,390                                 | 136,000             | 72,206                       |
| Overtime                                     | -              | 20,000              | -                                     | 20,000              | -                            | -              | 18,000              | -                                     | 18,000              | -                            |
| Interns                                      | -              | 90,000              | -                                     | 90,000              | -                            | -              | 76,000              | -                                     | 76,000              | -                            |
| Contingency <sup>2</sup>                     | -              | 45,530              | -                                     | 45,530              | -                            | -              | 42,221              | -                                     | 42,221              | -                            |
| <b>TOTAL</b>                                 | <b>47.75</b>   | <b>\$ 3,960,000</b> | <b>\$ 40,000</b>                      | <b>\$ 4,000,000</b> | <b>\$ 2,038,000</b>          | <b>46.25</b>   | <b>\$ 3,854,960</b> | <b>\$ 84,040</b>                      | <b>\$ 3,939,000</b> | <b>\$ 2,043,000</b>          |

<sup>1</sup> Fringe Benefits have been allocated proportionately based on the percentage of position base salary to total base salary in order to comply with the City's budget template. CCDC does not budget Fringe Benefits by position or job classification but overall for the Corporation, based on the total base salary.

<sup>2</sup> Contingency is a provision for payout of accrued vacation for any potential attrition. In addition, it includes a provision for any additional needs when hiring and/or for special circumstances such as severance package, promotions, or a retention adjustment.

## San Diego Housing Commission

### Mission Statement

To provide quality housing opportunities in order to improve the lives of those in need.

The San Diego Housing Commission (SDHC) is a public Agency working to create workforce and affordable housing opportunities in the City of San Diego. Each year the Agency helps more than 80,000 lower-income individuals access affordable housing through its award-winning programs. SDHC's programs benefit the City's economy and revitalize its neighborhoods through three major areas of work: housing assistance, housing development and finance partnerships, and housing policy advice.

In Fiscal Year 2012, SDHC will offer new opportunities to access affordable housing, including help for families who need assistance to prevent foreclosure, and help for individuals and families who need supportive housing or homeless services. The Agency plans to develop additional affordable

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housing units, and helps to shape the City's affordable housing programs by providing policy advice to the San Diego City Council as well as initiating, monitoring, or implementing municipal ordinances that address the City's housing needs and protect existing housing stock. Examples of municipal ordinances worked on by SDHC include inclusionary zoning, density bonus, single room occupancy preservation, and the housing impact fee.

The \$285.1 million Fiscal Year 2012 Adopted Budget will enable the San Diego Housing Commission to:

- Assist 14,000 households to rent private housing
- Subsidize approximately 90 first-time homebuyers
- Initiate the production of 650 additional affordable rental units, some of which are owned by the Housing Commission
- Oversee physical improvements to 368 homes and apartments
- Manage 2,161 units of Housing Commission-owned, State and City housing
- Provide special purpose housing opportunities for 1,015 persons, including homeless persons
- Assist 600 families toward self-sufficiency

A significant change to the Fiscal Year 2012 Adopted Budget is the Capital Budget, which includes funding for the development of additional units, or the major rehabilitation of existing housing units. The salaries, benefits, and services and supplies costs needed to accomplish the capital projects are included in the Real Estate Department's operating budget.

The Fiscal Year 2012 Adopted Budget was approved by the Housing Authority on June 27, 2011.

The San Diego Housing Commission's budget is composed of four activity groups: Housing Services and Special Initiatives, Real Estate, Operations, and Reserves.

The Housing Services and Special Initiatives activity group is budgeted at \$182.7 million in Fiscal Year 2012. Housing Services encompasses those activities that provide direct housing assistance and supportive services to the Agency's primary clients. These program activities provide eligible families with Rental Assistance, and coordinate to assist clients to promote self-sufficiency and economic stability through career planning and asset building. Special Initiatives include activities that address homelessness and the housing needs of those with extremely low incomes.

The Real Estate activity group, budgeted at \$43.9 million in Fiscal Year 2012, creates housing opportunities by developing affordable housing, owning and managing/maintaining affordable housing, lending funds to other developers, supporting low- and moderate-income homebuyers, preserving existing affordable housing, providing programs that revitalize communities, and providing technical assistance, underwriting, compliance monitoring, loan servicing, and the oversight of Agency-owned and managed properties.

The Operations activity group, budgeted at \$19.7 million in Fiscal Year 2012, provides support services to carry out housing program mission and goals. Included are 1) Board and Executive Functions that provide strategic planning, policy direction, leadership, and management to

implement housing programs; 2) Support Services, the internal operations needed to deliver housing program services and projects; and 3) Community Relations and Communications activities that serve to increase awareness and build support among all audiences for and about the Agency's goals, programs, accomplishments, offerings, and initiatives.

Finally, the Reserves activity group is budgeted at \$38.8 million in Fiscal Year 2012, and contains funds budgeted in the current year to provide for a future event. The three types of reserves are: Program Reserves to provide for future personnel, services and supplies, and housing program expenditures; Contingency Reserves to provide for potential litigation, uninsured losses, and building reserves; and Unobligated Reserves, which include amounts available for any unanticipated housing purpose.

**Table 19: San Diego Housing Commission Budget Summary**

|                       | FY 2011<br>Budget <sup>1</sup> | FY 2012<br>Budget     | FY 2011 - 2012<br>Change |
|-----------------------|--------------------------------|-----------------------|--------------------------|
| Positions             | 265.50                         | 268.50                | 3.00                     |
| Personnel Expense     | \$ 21,127,343                  | \$ 21,516,395         | \$ 389,052               |
| Non-Personnel Expense | 290,968,566                    | 263,612,658           | (27,355,908)             |
| <b>TOTAL</b>          | <b>\$ 312,095,909</b>          | <b>\$ 285,129,053</b> | <b>\$ (26,966,856)</b>   |

<sup>1</sup> FY 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because SDHC revises their budget periodically throughout the fiscal year. The numbers published here reflect SDHC's Fiscal Year 2011 budget as last revised and approved on November 12, 2010.

**Table 20: San Diego Housing Commission Expenditures**

|  | FY 2011<br>Budget <sup>1</sup> | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|--|--------------------------------|----------------------|--------------------------|
| <b>PERSONNEL</b>   |                                |                      |                          |
| Salaries & Wages   | \$ 15,413,809                  | \$ 15,650,285        | \$ 236,476               |
| Overtime   | 149,236                        | 150,025              | 789                      |
| Fringe Benefits (health)   | 2,185,096                      | 2,218,156            | 33,060                   |
| Fringe Benefits (pension)  | 2,178,830                      | 2,212,059            | 33,229                   |
| Fringe Benefits (Life, LTD, Medicare, Workers<br>Comp, SUI, and 457) | 1,200,372                      | 1,285,870            | 85,498                   |
| <b>SUBTOTAL PERSONNEL</b>  | <b>\$ 21,127,343</b>           | <b>\$ 21,516,395</b> | <b>\$ 389,052</b>        |
| <b>NON-PERSONNEL</b>   |                                |                      |                          |
| Legal  | \$ 840,572                     | \$ 1,053,715         | \$ 213,143               |
| Training   | 228,125                        | 279,612              | 51,487                   |
| Travel   | 193,876                        | 222,376              | 28,500                   |
| Audit  | 201,110                        | 156,000              | (45,110)                 |
| Professional Services  | 4,663,884                      | 4,051,815            | (612,069)                |
| Office Rent  | 2,816,715                      | 3,128,800            | 312,085                  |
| Sundry   | 2,366,294                      | 2,378,557            | 12,263                   |
| Insurance  | 599,302                        | 563,804              | (35,498)                 |



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**Table 20: San Diego Housing Commission Expenditures (Cont'd)**

|   | FY 2011<br>Budget <sup>1</sup> | FY 2012<br>Budget     | FY 2011 - 2012<br>Change |
|---|--------------------------------|-----------------------|--------------------------|
| Management Fees                           | 1,395,609                      | 1,732,633             | 337,024                  |
| Office Equipment                          | 1,091,160                      | 901,927               | (189,233)                |
| Workforce & Economic Development Expenses | 780,915                        | 829,315               | 48,400                   |
| Maintenance Expenses                      | 3,330,873                      | 3,380,810             | 49,937                   |
| Utilities                                 | 2,650,367                      | 2,737,970             | 87,603                   |
| Property, LLC Fees, & Taxes               | 99,801                         | 88,799                | (11,002)                 |
| Collection Loss                           | 158,325                        | 310,325               | 152,000                  |
| Mortgage Payments                         | 8,101,094                      | 16,197,226            | 8,096,132                |
| Protective Services                       | 624,026                        | 553,526               | (70,500)                 |
| Rent to Owners                            | 171,553,824                    | 166,568,133           | (4,985,691)              |
| Loans & Grants                            | 28,084,443                     | 17,653,553            | (10,430,890)             |
| Relocation                                | 644,130                        | 70,833                | (573,297)                |
| Site Acquisition & Housing Dev            | 20,978,567                     | 1,527,360             | (19,451,207)             |
| Capital Improvements                      | 1,622,963                      | 217,475               | (1,405,488)              |
| Dwelling Equipment                        | 227,940                        | 202,940               | (25,000)                 |
| Reserves                                  | 37,714,651                     | 38,805,154            | 1,090,503                |
| <b>SUBTOTAL NON-PERSONNEL</b>             | <b>\$ 290,968,566</b>          | <b>\$ 263,612,658</b> | <b>\$ (27,355,908)</b>   |
| <b>TOTAL</b>                              | <b>\$ 312,095,909</b>          | <b>\$ 285,129,053</b> | <b>\$ (26,966,856)</b>   |

<sup>1</sup> FY 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because SDHC revises their budget periodically throughout the fiscal year. The numbers published here reflect SDHC's Fiscal Year 2011 budget as last revised and approved on November 12, 2010.

**Table 21: San Diego Housing Commission Significant Budget Adjustments**

| Significant Budget Adjustments   | Position | Revenue | Expenses   |
|--|----------|---------|------------|
| <b>SALARIES AND BENEFITS ADJUSTMENTS</b>   |          |         |            |
| Adjustment is primarily the result of: the addition of 3.00 positions, the reclassification of 2.00 positions, the anticipated employee movement along the seven-step merit pay plan in Fiscal Year 2012, the change in benefits based on a percentage of salary, an increase in benefit rate for State Unemployment Insurance, and an increase in the benefit rate for Workers' Compensation. | 3.00     | \$ -    | \$ 389,052 |
| <b>NON-PERSONNEL EXPENDITURE ADJUSTMENTS</b>   |          |         |            |
| <b>Legal</b> Adjustment provides for legal services for rental housing finance and development projects as well as policy and personnel issues.  | -        | \$ -    | \$ 213,143 |

**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments  | Position | Revenue | Expenses  |
|---|----------|---------|-----------|
| <b>Training</b> Adjustment is due to: \$53,387 increase to provide for technical training specific to the needs in procurement, fiscal matters, information technology, homeless issues, construction, rehabilitation, and compliance monitoring; and a \$1,900 reduction to align budget with actual expenditures.   | -        | -       | 51,487    |
| <b>Travel</b> Adjustment due to increase in technical training.   | -        | -       | 28,500    |
| <b>Audit</b> Adjustment due to the removal of the audit budget in property management and a reduction to reflect the actual contract amount for FY 2012.  | -        | -       | (45,110)  |
| <b>Contract/Consultant</b> Adjustment due to: \$732,000 reduction in rental housing development consultant services and due diligence; \$341,726 reduction in programmatic consultant services related to rental assistance, homeownership, homeless issues, move to work, strategic planning, and needs assessments; \$283,152 net increase in direct hire contractors and temporary agency employees primarily to provide assistance in Information Technology, Purchasing, Community Relations & Communication, Rehabilitation, Special Housing Initiatives, and Portfolio Management. | -        | -       | (612,069) |
| <b>Office Rent</b> Adjustment is due to the annualization of the rent for the Achievement Academy in FY 2012 and the addition of a property management office, the off-site achievement academies rent, and the property managers' apartment allowance.   | -        | -       | 312,085   |
| <b>Sundry</b> Adjustment reflects the net change in miscellaneous accounts.   | -        | -       | 12,263    |
| <b>Insurance</b> Adjustment reflects updated provider estimates.  | -        | -       | (35,498)  |
| <b>Management Fees</b> Adjustment is due to private management company fees for the management of the Hotel Sandford and Mariner's Village.   | -        | -       | 337,024   |
| <b>Office Equipment</b> Adjustment is due to a \$202,366 reduction for equipment that was purchased in FY 2011 for Routine Maintenance, Rehabilitation, Workforce & Economic Development, Community Relations & Communications, Rental Housing Finance and Smart Corner office facility, and a \$13,133 increase in Information Technology computer equipment and software.   | -        | -       | (189,233) |
| <b>Workforce &amp; Economic Development Expenses</b><br>Adjustment reflects the addition of three new self-sufficiency grants offset by the expected obligation/ expenditures of FY 2011 funds.   | -        | -       | 48,400    |
| <b>Maintenance Expenses</b> Adjustment reflects the actual costs of maintenance contracts in Routine Maintenance and the Smart Corner office facility.  | -        | -       | 49,937    |

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**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments   | Position | Revenue | Expenses     |
|--|----------|---------|--------------|
| <b>Utilities</b> Adjustment reflects rate increases at the Housing Commission-owned and managed properties offset by a reduction in actual utility expenses for the Smart Corner office facility and parking garage.   | -        | -       | 87,603       |
| <b>LLC Fees &amp; Taxes</b> Adjustment reflects a \$13,600 reduction for LLC Fees and a \$2,598 increase for property assessment districts.  | -        | -       | (11,002)     |
| <b>Collection Loss</b> The \$152,000 increase in collection loss will provide for property management write-offs based on the FY11 pace of expenditures.   | -        | -       | 152,000      |
| <b>Mortgage Payments</b> Adjustment is due to: a \$5,000,000 loan pay down for refinancing the Smart Corner facility, a \$2,300,000 loan payoff on the Maya Apartments, the \$663,132 annualization of the mortgage payments on FHA loan received in FY 2011, and \$133,000 in mortgage payments for the planned refinance of the Courtyard Apartments in FY 2012.   | -        | -       | 8,096,132    |
| <b>Protective Services</b> Adjustment reflects the net change of the closing of learning opportunity centers, the completion of the protective services contracts in the Smart Corner parking garage, the adjustment of the budget for the Hotel Sandford to more accurately reflect costs, and the addition of \$500 to Mariner's Village budget.   | -        | -       | (70,500)     |
| <b>Rent to Owners</b> Adjustment is due to: a \$4,553,331 reduction to the Housing Choice Voucher program due to less carryover from FY 2011 and a projected decrease in funding of the program due to federal budget cuts; a \$1,534,300 decrease in the Homeless Prevention & Rapid Re-housing program due to the expected obligation/expenditure of funds in FY 2011; a \$236,319 decrease in the Veterans Administration Supportive Housing program due to projected federal budget cuts that is partially offset by an estimate of carryover from FY11. | -        | -       | (4,985,691)  |
| <b>Loans &amp; Grants</b> The adjustment is the result of: \$21,775,546 less in carryover funds anticipated in FY 2012, and \$11,344,656 of new awards from CDBG Citywide, Coastal Housing, HOME Program, HTF Linkage Fees, Inclusionary Housing, and Redevelopment Agency funds.  | -        | -       | (10,430,890) |
| <b>Relocation</b> Adjustment is due to: a \$610,130 commitment of funds for relocation during fumigation of SDHC Local Units, and a \$36,833 increase in newly awarded HUD lead control grant.   | -        | -       | (573,297)    |
| <b>Site Acquisition &amp; Housing Development</b> Adjustment is the result of a \$1,876,318 reduction in carryover and new funds, and a \$17,574,889 transfer of the site acquisition and housing development budget from the operating budget to the capital budget.  | -        | -       | (19,451,207) |

**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments  | Position    | Revenue     | Expenses               |
|---|-------------|-------------|------------------------|
| <b>Capital Improvements</b> The adjustment is due to: a \$658,429 reduction in estimated carryover, an addition of \$4,649,226 in new projects for FY 2012, and a \$5,396,285 transfer of capital improvements from the operating budget to the capital budget.   | -           | -           | (1,405,488)            |
| <b>Dwelling Equipment</b> Adjustment reflects the purchase of signage in FY 2011 that will not be repeated in FY 2012.  | -           | -           | (25,000)               |
| <b>Reserves</b> Adjustment is the net result of: a \$601,127 increase in program reserves and the net addition of surplus property management and public housing funds for future capital improvement needs, the addition of a \$578,779 reserve for performance based incentives, and a decrease of \$89,403 in the unobligated reserves.  | -           | -           | 1,090,503              |
| <b>TOTAL EXPENSE ADJUSTMENTS</b>  | <b>3.00</b> | <b>\$ -</b> | <b>\$ (26,966,856)</b> |
| <b>REVENUE ADJUSTMENTS</b>  |             |             |                        |
| <b>AHEAD Program</b> Adjustment reflects the completion of the program in FY 2011.  | -           | \$ (20,000) | \$ -                   |
| <b>Assets for Independence</b> Adjustment reflects the expected obligation/expenditure of funds in Workforce & Economic Development in FY 2011.   | -           | (76,501)    | -                      |
| <b>Cal State Housing Trust Fund</b> Adjustment reflects the expected obligation/expenditure of funds in Special Housing Initiatives in FY 2011.   | -           | (24,967)    | -                      |
| <b>CalHome Program</b> Adjustment reflects the expected obligation/expenditure of the FY 2011 CalHome award.  | -           | 1,069,572   | -                      |
| <b>CDBG</b> Adjustment reflects a reduction of \$3,407,282 due to the expected obligation/expenditure of funds in Portfolio Servicing, Rehab Rental Housing, and the Smart Corner Office Facility in FY 2011; a \$1,251,197 increase in the anticipated award for support of the Homeless Emergency Winter Shelter, the rehabilitation of the Picador state site and the Hotel Sandford, and for the Reinvestment Task Force; a decrease of \$8,056 due to the expected obligation/expenditure of the FY 2011 funds; and the transfer of \$1,616,616 from the operating budget to the capital budget for the rehabilitation of the Picador State site and the Hotel Sandford. | -           | (2,156,085) | -                      |
| <b>Coastal Housing</b> The adjustment reflects the expected obligation/expenditure of \$172,703 in Rental Housing Finance funds in FY 2011, the anticipated award of \$150,000 for the Coastal Affordable Housing Program, and the expected obligation/expenditure of \$1,863 of Coastal Affordable Housing Program funds in FY 2011.   | -           | (24,566)    | -                      |
| <b>Condo Conversion</b> Adjustment reflects the expected obligation/expenditure of \$95,719 in carryover funds and \$16,550 in new funds in FY 2011.  | -           | (112,269)   | -                      |

# City Agencies

**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments  | Position | Revenue     | Expenses |
|---|----------|-------------|----------|
| <b>County CDBG Reinvestment Task Force</b> Adjustment reflects a new award from the County of San Diego for support of the City & County Reinvestment Task Force in FY 2012.  | -        | 8,000       | -        |
| <b>Emergency Shelter Grant</b> Adjustment reflects the expected increase in the budgeted amount of the award for homeless services in FY 2012.  | -        | 33,000      | -        |
| <b>Family Health Centers of San Diego</b> Adjustment reflects the expected obligation/expenditure of \$7,707 in carryover and \$5,968 in new FY 2011 funds in Workforce & Economic Development.   | -        | (13,675)    | -        |
| <b>HOME Program</b> Adjustment reflects the expected obligation/expenditure of \$986,099 in FY 2011 funds in Rental Housing Finance, Homeownership, Rehabilitation and Special Housing Initiatives, and a reduction of \$868,511 due to lower awards in new funds and less program income in FY 2012.   | -        | (1,854,610) | -        |
| <b>Homeless Prevention &amp; Rapid Re-housing</b> Adjustment reflects the expected obligation/expenditure of funds in Special Housing Initiatives in FY 2011.   | -        | (2,418,707) | -        |
| <b>Housing Rehabilitation Trust Fund</b> Adjustment reflects the expected obligation/expenditure of Rehab Owner Occupied funds in FY 2011.  | -        | (207,506)   | -        |
| <b>Housing Trust Funds CDBG</b> Adjustment reflects the expected obligation/expenditure of Rehab Owner Occupied funds in FY 2011.   | -        | (37,483)    | -        |
| <b>Housing Trust Funds Linkage</b> Adjustment reflects the expected obligation/expenditure of \$1,513,218 in Rehab Owner Occupied, Special Housing Initiatives, Rental Housing Finance, and Homeownership funds in FY 2011 as well as a \$95,871 increase in new fees and principal and interest payments.  | -        | (1,417,347) | -        |
| <b>Housing Trust Funds Redevelopment Agency</b> Adjustment reflects the expected obligation/expenditure of funds in Rental Housing Finance in FY 2011.  | -        | (59,794)    | -        |
| <b>Housing Trust Funds Transient Occupancy Tax</b> Adjustment reflects the expected obligation/expenditure of funds in Rental Housing Finance in FY 2011.   | -        | (16,203)    | -        |
| <b>HUD Development</b> Adjustment reflects the expected obligation/expenditure of Rental Housing funds in FY 2011.  | -        | (20,799)    | -        |
| <b>HUD Healthy Homes</b> Adjustment reflects the addition of funds for the HUD Healthy Homes program. These funds will provide for material and labor costs to implement healthy home principles and practices into existing housing rehabilitation and lead control programs administered by the Housing Commission. This program will focus on multiple housing-related hazards at once, rather than addressing one hazard at a time. | -        | 102,611     | -        |

**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments   | Position | Revenue     | Expenses |
|--|----------|-------------|----------|
| <b>HUD Lead Control Grants</b> Adjustment reflects the expected obligation/expenditure of \$695,442 in Rehabilitation funds in FY 2011, and the addition of \$151,953 from the HUD Lead Control grant.   | -        | (543,489)   | -        |
| <b>Inclusionary Housing Fund</b> Adjustment reflects the expected obligation/expenditure of \$2,987,142 in Rental Housing Finance and Homeownership funds in FY 2011, and the reduction of \$996,423 in new funds.   | -        | (3,983,565) | -        |
| <b>Local Initiatives Support Corporation (LISC) Social Innovations</b> The addition of support for this new program establishes a Financial Opportunity Center (FOC) in the Achievement Academy. The FOC will offer a comprehensive range of services designed to move families to self-sufficiency, offering services related to workforce development, financial education, and access to income supports. | -        | 135,000     | -        |
| <b>Local Funds</b> Adjustment reflects a reduction of \$3,063,302 in carryover funds, and a \$985,842 decrease in new funds as the Agency has not received the unused portion of funds given to the City of San Diego for relocation at the De Anza Cove mobile home park in FY 2011.  | -        | (4,049,144) | -        |
| <b>Neighborhood Stabilization Program</b> Adjustment reflects the expected obligation/expenditure of \$293,031 in Rehabilitation, Rental Housing Finance, Homeownership, and Rental Housing Development funds in FY 2011, and the reduction of \$759,188 in FY 2011 new funds with no new funds expected in FY 2012.   | -        | (1,052,219) | -        |
| <b>North County Future Urbanizing Area</b> Adjustment reflects the additional income received in FY 2011 that will carry over into FY 2012.  | -        | 3,670       | -        |
| <b>Property Management - City Properties</b> Adjustment reflects the reduction in units managed by the Housing Commission for the City of San Diego.   | -        | (47,461)    | -        |
| <b>Property Management - Courtyard Apartments</b> Adjustment reflects \$304,500 in new funds for FY 2012 minus \$161,800 which was transferred from the operating budget to the capital budget for tenant improvements at Courtyard.   | -        | 142,700     | -        |
| <b>Property Management - Hotel Sandford</b> Adjustment is due to less rental income because of the continuing rehabilitation of units into FY 2012.  | -        | (186,968)   | -        |
| <b>Property Management - Mariner's Village</b> Adjustment reflects \$835,317 of carryover funds due to lower management expenses in FY 2011, and \$1,838,365 of additional income in FY 2012 for the first full year of operations.  | -        | 2,673,682   | -        |

# City Agencies

**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments   | Position | Revenue      | Expenses |
|--|----------|--------------|----------|
| <b>Property Management - Maya Apartments</b> Adjustment reflects a \$931,147 reduction in carryover funds which were transferred from the operating budget to the capital budget for improvements at Maya in FY 2012, and \$1,379,573 less income budgeted in FY 2012 primarily due to the net of the removal of a one-time settlement in FY 2011, less rental income, and additional other and interest income.   | -        | (2,310,720)  | -        |
| <b>Property Management - Parker Keir</b> Adjustment reflects an increase in carryover due to less expenses in FY 2011 than anticipated. No new funds are anticipated for this budget. Once the renovations on the Parker Keir are completed, a request for proposal process will determine the eventual use of the site. The budget will be revised to reflect this change in the contract approval process.   | -        | 35,778       | -        |
| <b>Property Management - SDHC Local Units</b> Adjustment reflects a \$1,718,006 increase in carryover funds, and a \$3,404,671 decrease in new funds due to less developer and lender fees, the transfer of capital improvement funds from the operating budget to the capital budget, and lower interest rebates from Build America Bonds as a result of receiving a much lower financing rate than expected in the FY 2011 budget.                                     | -        | (1,686,665)  | -        |
| <b>Property Management - State Rental Housing</b> Adjustment reflects a \$260,331 decrease in carryover funds due to the lack of annuity funds received and the elimination of the capital improvements budget in FY 2011. The FY 2012 capital budget contains funds to rehabilitate the 113 units of State housing. The adjustment also reflects a \$58,586 decrease in new funds due less rental income and annuity requested from the State of California in FY 2012. | -        | (318,917)    | -        |
| <b>Property Management - University Canyon</b> Adjustment reflects a \$465,370 increase in carryover due to lower expenses in FY 2011, and a \$156,623 decrease in new funds due to less rental income.  | -        | 308,747      | -        |
| <b>Public Housing - Capital Funds</b> Adjustment reflects a \$993,443 decrease in carryover due to the transfer of funds from the operating budget to the capital budget, and a \$1,993,870 decrease in new funds as a result of not receiving the FY 2011 request for capital funds for the new Vista Verde public housing project and the transfer of capital funds from the operating budget to the capital budget in FY 2012.  | -        | (2,987,313)  | -        |
| <b>Public Housing - Management</b> Adjustment reflects a \$10,056,483 reduction in carryover funds due to the transfer of funds from the operating budget to the capital budget for capital improvements, rehabilitation, and rental housing development; and a \$61,551 decrease in new funds due primarily to less repositioning fees, investment income, and operating subsidies anticipated in FY 2012.  | -        | (10,118,034) | -        |



**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments  | Position | Revenue   | Expenses |
|---|----------|-----------|----------|
| <b>Public Housing - ROSS Neighborhood Networks</b><br>Adjustment reflects a reduction in carryover funds from FY 2011.  | -        | (87,972)  | -        |
| <b>Redevelopment Agency HELP and SEDC Funds</b><br>Adjustment reflects a reduction of \$273,187 due to the expected obligation/expenditure of funds in the Rehab Owner Occupied activity, and a reduction of \$585,247 in anticipated new awards.   | -        | (858,434) | -        |
| <b>Rental Rehabilitation</b> Adjustment reflects an increase in carryover funds due to an unexpected loan payoff.   | -        | 2,093     | -        |
| <b>San Diego Foundation</b> Adjustment reflects a reduction in carryover funds due to the pace of expenditures in FY 2011.  | -        | (2,000)   | -        |
| <b>Section 8 Programs</b> Adjustment is due to a \$5,626,557 increase in carryover due to a net of less expenses in the Housing Choice Voucher program, the Veterans Administration Supportive Housing (VASH) program, and the Family Unification Program in FY 2011 and the transfer of funds from the operating budget to the capital budget for a Move to Work rental housing project; and a \$794,265 decrease in FY 2012 new funds due to anticipated reductions in awards from the VASH, Family Unification, and the Housing Choice Voucher FSS Coordinator programs. | -        | 4,832,292 | -        |
| <b>Shea Homes</b> Adjustment reflects a decrease in carryover funds due to the pace of expenditures in FY 2011.   | -        | (378,046) | -        |
| <b>Shelter Plus Care</b> Adjustment reflects the carryover of \$10,072 for administrative expenses in FY 2012 and the addition of \$590,508 in continuing grants and two new awards expected in FY 2012.  | -        | 600,580   | -        |
| <b>State REO</b> Adjustment reflects the pace of expenditures in FY 2011 and no new funds expected in FY 2012.  | -        | (256)     | -        |
| <b>United Way Adult Financial Education Program</b><br>Adjustment reflects support for this new program that focuses on improving the financial situation of SDHC adult clients, to help individuals change their financial behavior in a way that encourages a long-term commitment to increasing income, decreasing debt, building credit, and acquiring an asset.  | -        | 133,473   | -        |
| <b>United Way Youth Financial Education Program</b><br>Adjustment reflects support for this new program from which young people will receive individual counseling and coaching, classroom instruction, employment for income, a way to apply learned financial skills, and an IDA match savings for long-term assets.  | -        | 62,570    | -        |

# City Agencies

**Table 21: San Diego Housing Commission Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments   | Position | Revenue         | Expenses |
|--|----------|-----------------|----------|
| <b>WED Youth Individual Development Accounts</b><br>Adjustment reflects a reduction of \$37,409 due to the expected obligation/expenditure of funds in the Workforce & Economic Development activity in FY 2011, and a reduction of \$1,500 due to no new funds expected in FY 2012. | -        | (38,909)        | -        |
| <b>TOTAL REVENUE ADJUSTMENTS</b>   | -        | \$ (26,966,856) | \$ -     |

**Table 22: San Diego Housing Commission Revenues**

| Revenue Source                               | FY 2011 Budget <sup>1</sup> | FY 2012 Budget | FY 2011 - 2012 Change |
|--|-----------------------------|----------------|-----------------------|
| AHEAD Program                                | \$ 20,000                   | \$ -           | \$ (20,000)           |
| Assets for Independence                      | 313,035                     | 236,534        | (76,501)              |
| Cal State Housing Trust Fund                 | 109,362                     | 84,395         | (24,967)              |
| CalHome Program                              | 30,428                      | 1,100,000      | 1,069,572             |
| Community Development Block Grant            | 4,242,698                   | 2,086,613      | (2,156,085)           |
| Coastal Housing                              | 174,566                     | 150,000        | (24,566)              |
| Condo Conversion                             | 112,269                     | -              | (112,269)             |
| County Community Development Block Grant RTF | 52,000                      | 60,000         | 8,000                 |
| Emergency Shelter Grant                      | 662,000                     | 695,000        | 33,000                |
| Family Health Centers of SD                  | 13,675                      | -              | (13,675)              |
| HOME   | 14,737,655                  | 12,883,045     | (1,854,610)           |
| Homeless Prevention & Rapid Rehousing        | 4,734,430                   | 2,315,723      | (2,418,707)           |
| Housing Rehabilitation Trust Fund            | 207,506                     | -              | (207,506)             |
| Housing Trust Funds                          | 2,185,679                   | 654,852        | (1,530,827)           |
| HUD Development                              | 20,799                      | -              | (20,799)              |
| HUD Healthy Homes                            | -                           | 102,611        | 102,611               |
| HUD Lead Hazard Control Grant                | 1,338,353                   | 794,864        | (543,489)             |
| Inclusionary Housing Fund                    | 5,590,661                   | 1,607,096      | (3,983,565)           |
| LISC Social Innovations                      | -                           | 135,000        | 135,000               |
| Local Funds                                  | 21,071,438                  | 17,022,294     | (4,049,144)           |
| Neighborhood Stabilization Program           | 1,521,175                   | 468,956        | (1,052,219)           |
| North County Future Urbanizing Area          | 155,432                     | 159,102        | 3,670                 |
| Property Management                          | 46,564,658                  | 45,174,834     | (1,389,824)           |
| Public Housing                               | 17,022,416                  | 3,829,097      | (13,193,319)          |
| Redevelopment Agency Funds                   | 2,971,118                   | 2,112,684      | (858,434)             |
| Rental Rehabilitation                        | 6,698                       | 8,791          | 2,093                 |
| San Diego Foundation                         | 5,463                       | 3,463          | (2,000)               |

**Table 22: San Diego Housing Commission Revenues (Cont'd)**

| Revenue Source                            | FY 2011 Budget <sup>1</sup> | FY 2012 Budget        | FY 2011 - 2012 Change  |
|---|-----------------------------|-----------------------|------------------------|
| San Diego Lead Safe                       | 716                         | 716                   | -                      |
| Section 8 Programs                        | 184,876,623                 | 189,708,915           | 4,832,292              |
| Shea Homes                                | 378,320                     | 274                   | (378,046)              |
| Shelter Plus Care                         | 2,885,340                   | 3,485,920             | 600,580                |
| State REO                                 | 26,617                      | 26,361                | (256)                  |
| United Way Financial Education            | -                           | 196,043               | 196,043                |
| WED Youth Individual Development Accounts | 64,779                      | 25,870                | (38,909)               |
| <b>TOTAL</b>                              | <b>\$ 312,095,909</b>       | <b>\$ 285,129,053</b> | <b>\$ (26,966,856)</b> |

<sup>1</sup> FY 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because SDHC revises their budget periodically throughout the fiscal year. The numbers published here reflect SDHC's Fiscal Year 2011 budget as last revised and approved on November 12, 2010.

**Table 23: San Diego Housing Commission Salary Schedule**

| Position Title                            | FY 2011 Budget <sup>1</sup> |             |  |                 |                              | FY 2012 Budget |             |  |                 |                              |
|---|-----------------------------|-------------|--|-----------------|------------------------------|----------------|-------------|--|-----------------|------------------------------|
|   | Positions                   | Base Salary | Salary Increases <sup>2</sup> (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>3</sup> | Positions      | Base Salary | Salary Increases <sup>2</sup> (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>3</sup> |
| Accountant                                | 2.00                        | \$ 111,230  | \$ -   | \$ 111,230      | \$ 39,776                    | 2.00           | \$ 112,977  | \$ 1,382   | \$ 114,359      | \$ 40,982                    |
| Accounting Assistant                      | 1.00                        | 34,799      | -  | 34,799          | 15,587                       | 1.00           | 35,672      | -  | 35,672          | 15,975                       |
| Accounting Supervisor                     | 4.00                        | 290,150     | 2,705  | 292,855         | 93,025                       | 3.00           | 219,576     | 2,660  | 222,236         | 71,038                       |
| Accounting Technician                     | 3.00                        | 128,920     | 2,142  | 131,062         | 52,269                       | 3.00           | 129,981     | 1,061  | 131,042         | 52,966                       |
| Administrative Assistant                  | 4.00                        | 188,943     | 2,959  | 191,902         | 73,242                       | 4.00           | 185,748     | 6,170  | 191,918         | 74,237                       |
| Assistant Real Estate Manager             | 2.00                        | 137,612     | -  | 137,612         | 45,232                       | 2.00           | 145,466     | -  | 145,466         | 47,512                       |
| Assistant Director of Housing Programs    | 3.00                        | 252,429     | 18,535   | 270,964         | 79,971                       | 3.00           | 251,264     | 17,166   | 268,430         | 80,106                       |
| Budget Analyst                            | 1.00                        | 52,624      | -  | 52,624          | 19,270                       | 1.00           | 58,619      | -  | 58,619          | 20,794                       |
| Budget Officer                            | 1.00                        | 85,800      | 2,145  | 87,945          | 25,803                       | 1.00           | 85,800      | 2,145  | 87,945          | 26,183                       |
| Business Analyst                          | 1.00                        | 68,807      | -  | 68,807          | 22,616                       | 1.00           | 68,807      | -  | 68,807          | 22,933                       |
| Client Services Receptionist              | 2.00                        | 68,572      | 2,959  | 71,531          | 31,574                       | 2.00           | 69,396      | 2,987  | 72,383          | 32,171                       |
| Communications Officer                    | 1.00                        | 79,664      | -  | 79,664          | 25,359                       | 1.00           | 81,661      | 1,992  | 83,653          | 26,550                       |
| Communications Writer/Website Coordinator | 1.00                        | 63,700      | -  | 63,700          | 21,560                       | 1.00           | 62,400      | -  | 62,400          | 21,587                       |

# City Agencies

**Table 23: San Diego Housing Commission Salary Schedule (Cont'd)**

| Position Title                   | FY 2011 Budget <sup>1</sup> |             |   |                 |                              | FY 2012 Budget |             |   |                 |                              |
|----------------------------------|-----------------------------|-------------|---|-----------------|------------------------------|----------------|-------------|---|-----------------|------------------------------|
|                                  | Positions                   | Base Salary | Salary Increases <sup>2</sup><br>(Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>3</sup> | Positions      | Base Salary | Salary Increases <sup>2</sup><br>(Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>3</sup> |
| Community Liaison                | 1.00                        | 74,090      | 2,704   | 76,794          | 24,266                       | 1.00           | 74,090      | 853   | 74,943          | 24,221                       |
| Contract Analyst                 | 1.00                        | 59,468      | -   | 59,468          | 20,684                       | 1.00           | 58,376      | -   | 58,376          | 20,172                       |
| Director                         | 7.00                        | 622,946     | 48,382  | 671,328         | 209,697                      | 7.00           | 631,971     | 14,799  | 646,770         | 204,643                      |
| Docket Coordinator               | 1.00                        | 50,107      | -   | 50,107          | 18,750                       | 1.00           | 52,604      | -   | 52,604          | 19,531                       |
| Executive Vice President & COO   | 1.00                        | 160,644     | -   | 160,644         | 49,000                       | 1.00           | 160,644     | -   | 160,644         | 49,155                       |
| Financial Analyst                | 1.00                        | 62,708      | -   | 62,708          | 21,355                       | 1.00           | 64,023      | -   | 64,023          | 21,928                       |
| Financial Services Supervisor    | -                           | -           | -   | -               | -                            | 1.00           | 74,090      | 1,853   | 75,943          | 24,431                       |
| Financial Specialist             | 1.00                        | 75,878      | 853   | 76,731          | 24,254                       | 1.00           | 75,879      | 853   | 76,732          | 24,598                       |
| Fiscal Services Specialist       | 1.00                        | 58,074      | 1,452   | 59,526          | 20,698                       | 1.00           | 58,074      | 1,456   | 59,530          | 20,984                       |
| Housing Aide II                  | 1.50                        | 39,926      | -   | 39,926          | 20,569                       | 1.50           | 40,904      | -   | 40,904          | 21,315                       |
| Housing Assistant II             | 38.00                       | 1,626,958   | 57,178  | 1,684,136       | 659,781                      | 39.00          | 1,700,718   | 61,914  | 1,762,632       | 699,624                      |
| Housing Construction Officer     | 1.00                        | 85,800      | 853   | 86,653          | 25,555                       | 1.00           | 85,800      | 853   | 86,653          | 25,930                       |
| Housing Construction Specialist  | 12.00                       | 841,918     | 6,177   | 848,095         | 270,717                      | 12.00          | 838,315     | 1,706   | 840,021         | 270,746                      |
| Housing Construction Supervisor  | 3.00                        | 227,886     | 3,869   | 231,755         | 70,327                       | 3.00           | 233,439     | 7,750   | 241,189         | 72,524                       |
| Housing Inspector                | 9.00                        | 472,451     | 16,174  | 488,625         | 173,160                      | 9.00           | 473,942     | 20,230  | 494,172         | 174,541                      |
| Housing Specialist               | 10.00                       | 520,396     | 6,249   | 526,645         | 190,937                      | 10.00          | 528,080     | 6,241   | 534,321         | 196,503                      |
| Housing Supervisor               | 11.00                       | 701,738     | 8,004   | 709,742         | 237,064                      | 11.00          | 702,085     | 8,685   | 710,770         | 244,992                      |
| Human Resources Analyst          | 1.00                        | 64,023      | 1,061   | 65,084          | 21,846                       | 1.00           | 59,468      | -   | 59,468          | 20,971                       |
| Human Resources Officer          | 1.00                        | 85,800      | 2,145   | 87,945          | 27,072                       | 1.00           | 85,800      | 2,145   | 87,945          | 27,452                       |
| Information Technology Analyst   | 1.00                        | 67,184      | -   | 67,184          | 22,279                       | 1.00           | 67,184      | -   | 67,184          | 22,591                       |
| Information Technology Assistant | 2.00                        | 66,993      | 852   | 67,845          | 30,809                       | 2.00           | 67,754      | -   | 67,754          | 31,196                       |
| Information Technology Officer   | 1.00                        | 85,800      | 9,279   | 95,079          | 28,547                       | 1.00           | 85,800      | 2,145   | 87,945          | 27,452                       |

**Table 23: San Diego Housing Commission Salary Schedule (Cont'd)**

| Position Title                        | FY 2011 Budget <sup>1</sup> |             |   |                 |                              | FY 2012 Budget |             |   |                 |                              |
|---------------------------------------|-----------------------------|-------------|---|-----------------|------------------------------|----------------|-------------|---|-----------------|------------------------------|
|                                       | Positions                   | Base Salary | Salary Increases <sup>2</sup><br>(Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>3</sup> | Positions      | Base Salary | Salary Increases <sup>2</sup><br>(Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits <sup>3</sup> |
| Information Technology Technician     | 1.00                        | 41,309      | -   | 41,309          | 16,932                       | 1.00           | 38,356      | -   | 38,356          | 16,538                       |
| Loan Management Supervisor            | 1.00                        | 85,800      | -   | 85,800          | 25,390                       | 1.00           | 85,800      | -   | 85,800          | 25,764                       |
| Loan Production Specialist            | 1.00                        | 52,708      | -   | 52,708          | 18,527                       | 1.00           | 51,418      | -   | 51,418          | 19,280                       |
| Loan Servicing Specialist             | 2.00                        | 116,148     | -   | 116,148         | 39,122                       | 2.00           | 116,148     | 2,912   | 119,060         | 40,250                       |
| Maintenance Supervisor                | 1.00                        | 48,943      | 4,375   | 53,318          | 25,750                       | 1.00           | 48,943      | 4,375   | 53,318          | 26,409                       |
| Maintenance Technician II             | 13.00                       | 532,169     | 58,581  | 590,750         | 300,745                      | 13.00          | 534,634     | 57,728  | 592,362         | 308,764                      |
| Office Assistant II                   | 10.00                       | 339,918     | 14,595  | 354,513         | 156,467                      | 10.00          | 336,816     | 13,012  | 349,828         | 158,311                      |
| On-site Property Manager              | 12.00                       | 422,444     | 4,265   | 426,709         | 185,986                      | 12.00          | 426,840     | 4,265   | 431,105         | 188,130                      |
| PIU Hearing Coordinator               | 1.00                        | 58,074      | 1,089   | 59,163          | 19,768                       | 1.00           | 43,556      | 1,089   | 44,645          | 17,215                       |
| President & Chief Executive Officer   | 1.00                        | 251,990     | -   | 251,990         | 89,582                       | 1.00           | 252,000     | -   | 252,000         | 90,035                       |
| Program Analyst                       | 7.00                        | 414,650     | 15,702  | 430,352         | 146,869                      | 6.00           | 370,746     | 18,886  | 389,632         | 131,805                      |
| Project Manager                       | 5.00                        | 396,972     | -   | 396,972         | 122,719                      | 6.00           | 459,850     | 2,043   | 461,893         | 146,802                      |
| Purchasing Supervisor                 | 1.00                        | 59,467      | 1,487   | 60,954          | 20,992                       | 1.00           | 68,807      | -   | 68,807          | 22,933                       |
| Resident Initiatives Coordinator      | 3.00                        | 156,210     | 1,706   | 157,916         | 57,103                       | 3.00           | 157,479     | 1,706   | 159,185         | 58,361                       |
| Secretary to the President and CEO    | 1.00                        | 69,757      | -   | 69,757          | 23,832                       | 1.00           | 69,757      | -   | 69,757          | 23,951                       |
| Senior Accountant                     | 1.00                        | 62,790      | -   | 62,790          | 21,438                       | 1.00           | 65,968      | -   | 65,968          | 22,336                       |
| Senior Accounting Technician          | 2.00                        | 96,846      | 2,142   | 98,988          | 37,298                       | 2.00           | 98,307      | 1,061   | 99,368          | 37,834                       |
| Senior Administrative Assistant       | 10.00                       | 506,505     | 6,399   | 512,904         | 189,183                      | 11.00          | 540,506     | 10,240  | 550,746         | 208,190                      |
| Senior Budget Analyst                 | 2.00                        | 134,050     | 1,852   | 135,902         | 42,916                       | 2.00           | 145,191     | 3,340   | 148,531         | 46,015                       |
| Senior Housing Assistant              | 14.00                       | 696,201     | 28,174  | 724,375         | 266,492                      | 14.00          | 690,549     | 29,624  | 720,173         | 269,268                      |
| Senior Information Technology Analyst | 3.00                        | 206,670     | 9,858   | 216,528         | 69,935                       | 3.00           | 206,670     | 9,670   | 216,340         | 70,881                       |

# City Agencies

**Table 23: San Diego Housing Commission Salary Schedule (Cont'd)**

| Position Title                               | FY 2011 Budget <sup>1</sup> |                     |  |                     |                              | FY 2012 Budget |                     |  |                     |                              |
|--|-----------------------------|---------------------|--|---------------------|------------------------------|----------------|---------------------|--|---------------------|------------------------------|
|  | Positions                   | Base Salary         | Salary Increases <sup>2</sup> (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits <sup>3</sup> | Positions      | Base Salary         | Salary Increases <sup>2</sup> (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits <sup>3</sup> |
| Senior Maintenance Technician                | 2.00                        | 83,554              | 8,750  | 92,304              | 46,837                       | 2.00           | 80,981              | 8,750  | 89,731              | 47,137                       |
| Senior Office Assistant                      | 8.00                        | 315,505             | 16,255   | 331,760             | 135,725                      | 8.00           | 317,723             | 12,734   | 330,457             | 137,271                      |
| Senior Program Analyst                       | 16.00                       | 1,127,932           | 6,158  | 1,134,090           | 366,091                      | 17.00          | 1,197,439           | 9,436  | 1,206,875           | 394,111                      |
| Senior Storekeeper                           | 2.00                        | 82,618              | -  | 82,618              | 33,580                       | 2.00           | 82,618              | -  | 82,618              | 33,512                       |
| Senior Vice President                        | 1.00                        | 157,500             | -  | 157,500             | 43,077                       | 1.00           | 116,553             | -  | 116,553             | 34,174                       |
| Senior Resident Initiatives Coordinator      | 4.00                        | 241,007             | 2,975  | 243,982             | 83,568                       | 4.00           | 248,019             | 2,975  | 250,994             | 84,800                       |
| Supervising Project Manager                  | 1.00                        | 81,703              | 8,174  | 89,877              | 26,972                       | 1.00           | 85,800              | 6,162  | 91,962              | 27,795                       |
| Supervising Resident Initiatives Coordinator | 2.00                        | 141,150             | -  | 141,150             | 44,992                       | 2.00           | 136,095             | 4,951  | 141,046             | 45,210                       |
| Vice President                               | 6.00                        | 656,096             | -  | 656,096             | 193,759                      | 6.00           | 706,978             | -  | 706,978             | 204,469                      |
| 0.5 percent Vacancy Factor <sup>4</sup>      | -                           | -                   | -  | (76,893)            | -                            | -              | -                   | -  | (78,649)            | -                            |
| <b>TOTAL</b>                                 | <b>265.50</b>               | <b>\$15,250,724</b> | <b>\$ 389,214</b>                                  | <b>\$15,563,045</b> | <b>\$ 5,564,298</b>          | <b>268.50</b>  | <b>\$15,506,954</b> | <b>\$ 372,005</b>                                  | <b>\$15,800,310</b> | <b>\$ 5,716,085</b>          |

<sup>1</sup> FY 2011 Budget figures do not match the City's Fiscal Year 2011 Adopted Budget publication because SDHC revises their budget periodically throughout the fiscal year. The figures published here reflect SDHC's Fiscal Year 2011 budget as last revised and approved on November 12, 2010.

<sup>2</sup> Salary Increases include provisions for merit pay, differentials, bilingual, and overtime.

<sup>3</sup> Fringe Benefits include provisions for 14 percent Defined Contribution Pension, 2.5 percent 457 contribution, Life Insurance, Long Term Disability Insurance, Workers' Compensation, Medicare, State Unemployment Insurance, and Flex Plan benefits.

<sup>4</sup> A Vacancy Factor of 0.5 percent is incorporated into the budget to provide for vacant positions.

## San Diego City Employees' Retirement System

### Mission Statement

To deliver accurate and timely benefits to its members, retirees, and beneficiaries, and to ensure the Trust Fund's safety, integrity, and growth.

The San Diego City Employees' Retirement System (SDCERS) invests, manages, and administers the retirement pension plans for general members, safety members, and legislative officers of the City. In addition, the employees of the San Diego Unified Port District and the San Diego County Regional Airport Authority are members of SDCERS by virtue of contractual agreements.

# City Agencies

The Fiscal Year 2012 Budget was approved by the SDCERS Board of Administration on May 20, 2011.

**Table 24: San Diego City Employees' Retirement System Budget Summary**

|                                | FY 2011<br>Budget    | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|--------------------------------|----------------------|----------------------|--------------------------|
| Positions                      | 62.00                | 62.00                | -                        |
| Personnel Expense              | \$ 6,927,281         | \$ 7,132,762         | \$ 205,481               |
| Non-Personnel Expense          | 37,482,665           | 37,207,979           | (274,686)                |
| <b>TOTAL OPERATING EXPENSE</b> | <b>\$ 44,409,946</b> | <b>\$ 44,340,741</b> | <b>\$ (69,205)</b>       |
| Capital Expense                | \$ 1,375,000         | \$ 2,602,000         | \$ 1,227,000             |

**Table 25: San Diego City Employees' Retirement System Expenditures**

|                                    | FY 2011<br>Budget    | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|------------------------------------|----------------------|----------------------|--------------------------|
| <b>PERSONNEL</b>                   |                      |                      |                          |
| Salaries & Wages                   | \$ 4,334,896         | \$ 4,409,365         | \$ 74,469                |
| Overtime                           | 20,500               | 49,759               | 29,259                   |
| Fringe Benefits                    | 2,571,885            | 2,673,638            | 101,753                  |
| <b>SUBTOTAL PERSONNEL</b>          | <b>\$ 6,927,281</b>  | <b>\$ 7,132,762</b>  | <b>\$ 205,481</b>        |
| <b>NON-PERSONNEL</b>               |                      |                      |                          |
| Data Processing & Special Projects | \$ 2,475,524         | \$ 2,195,000         | \$ (280,524)             |
| Legal/External                     | 2,990,000            | 2,644,500            | (345,500)                |
| General Operations                 | 3,349,810            | 3,187,656            | (162,154)                |
| Investment Management Expenses     | 28,667,331           | 29,180,823           | 513,492                  |
| <b>SUBTOTAL NON-PERSONNEL</b>      | <b>\$ 37,482,665</b> | <b>\$ 37,207,979</b> | <b>\$ (274,686)</b>      |
| <b>TOTAL</b>                       | <b>\$ 44,409,946</b> | <b>\$ 44,340,741</b> | <b>\$ (69,205)</b>       |

**Table 26: San Diego City Employees' Retirement System Significant Budget Adjustments**

| Significant Budget Adjustments   | Position | Revenue | Expenses     |
|--|----------|---------|--------------|
| <b>SALARIES AND BENEFITS ADJUSTMENTS</b>   |          |         |              |
| Increase due to fringe rate adjustments, promotions, career advancements and classified employee step increases.   | -        | \$ -    | \$ 205,481   |
| <b>NON-PERSONNEL EXPENDITURE ADJUSTMENTS</b>   |          |         |              |
| <b>Data Processing &amp; Special Projects</b> Reduced costs in outside support (SDDPC), equipment support and licensing fees; completion of new pension administration system RFP process. | -        | \$ -    | \$ (280,524) |



# City Agencies

**Table 26: San Diego City Employees' Retirement System Significant Budget Adjustments (Cont'd)**

| Significant Budget Adjustments   | Position | Revenue | Expenses    |
|--|----------|---------|-------------|
| <b>Legal/External</b> Legal services for outside counsel were reduced due to uncertainty surrounding substantially equal case and court-mandated Purchase of Service Credit (PSC) pricing corrections; transitioned disability work to inside legal counsel.   | -        | -       | (345,500)   |
| <b>General Operations</b> Reduced actuary services, depreciation expense, disability processing and PSC corrections project.   | -        | -       | (162,154)   |
| <b>Investment Management</b> Expenses Fees are determined by assets under management; assumed 7.75% annual earnings rate in FY12; fees are projected to increase by 5.3% mainly due to fees associated with the infrastructure category and real estate investments. Increases were partially offset by a reduction in equity and fixed income fees, reduction in general and real estate consulting fees, and a decrease in legal fees. | -        | -       | 513,492     |
| <b>TOTAL EXPENSE ADJUSTMENTS</b>   | -        | \$ -    | \$ (69,205) |

**Table 27: San Diego City Employees' Retirement System Salary Schedule**

| Position Title   | FY 2011 Budget |             |                                       |                 |                 | FY 2012 Budget |             |                                       |                 |                 |
|--|----------------|-------------|---------------------------------------|-----------------|-----------------|----------------|-------------|---------------------------------------|-----------------|-----------------|
|  | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits |
| Accountant 3   | 1.00           | \$ 69,478   | \$ -                                  | \$ 69,478       | \$ 42,194       | 1.00           | \$ 69,966   | \$ -                                  | \$ 69,966       | \$ 48,165       |
| Accountant 4   | 1.00           | 79,184      | -                                     | 79,184          | 52,047          | 1.00           | 76,874      | -                                     | 76,874          | 48,860          |
| Administrative Aide 2  | 2.00           | 47,447      | -                                     | 47,447          | 32,665          | 2.00           | 50,051      | -                                     | 50,051          | 38,267          |
| Associate Counsel  | 3.00           | 143,930     | -                                     | 143,930         | 73,591          | 3.00           | 111,551     | -                                     | 111,551         | 39,115          |
| Associate Management Analyst                                     | 10.00          | 570,962     | -                                     | 570,962         | 304,335         | 9.00           | 540,451     | -                                     | 540,451         | 293,628         |
| Associate Management Analyst (Retirement Financial Specialist 2) | 2.00           | 122,023     | -                                     | 122,023         | 78,171          | 2.00           | 127,423     | -                                     | 127,423         | 89,336          |
| Assistant Investment Officer                                     | 2.00           | 217,843     | -                                     | 217,843         | 134,961         | 2.00           | 218,248     | -                                     | 218,248         | 145,642         |
| Assistant Retirement Administrator                               | 1.00           | 174,275     | -                                     | 174,275         | 147,206         | 1.00           | 184,300     | -                                     | 184,300         | 93,432          |
| Assistant to the Director  | 1.00           | 121,025     | -                                     | 121,025         | 68,272          | -              | -           | -                                     | -               | -               |

**Table 27: San Diego City Employees' Retirement System Salary Schedule (Cont'd)**

| Position Title  | FY 2011 Budget |             |                                       |                 |                 | FY 2012 Budget |             |                                       |                 |                 |
|---|----------------|-------------|---------------------------------------|-----------------|-----------------|----------------|-------------|---------------------------------------|-----------------|-----------------|
|   | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits |
| Benefits Representative 1                                     | 1.00           | 36,712      | -                                     | 36,712          | 28,381          | 1.00           | 36,970      | -                                     | 36,970          | 31,391          |
| Clerical Assistant 2  | 2.00           | 69,355      | -                                     | 69,355          | 53,940          | 2.00           | 73,417      | -                                     | 73,417          | 66,982          |
| Executive Secretary   | 1.00           | 63,110      | -                                     | 63,110          | 26,672          | 1.00           | 51,349      | -                                     | 51,349          | 25,501          |
| Information Systems Analyst 3                                 | 1.00           | 69,478      | -                                     | 69,478          | 41,942          | 1.00           | 73,694      | -                                     | 73,694          | 48,786          |
| Information Systems Analyst 4                                 | 1.00           | 78,319      | -                                     | 78,319          | 45,484          | 1.00           | 81,084      | -                                     | 81,084          | 53,080          |
| Investment Officer  | 1.00           | 174,279     | -                                     | 174,279         | 96,360          | 1.00           | 174,603     | -                                     | 174,603         | 108,099         |
| Legal Secretary 2   | 1.00           | 50,991      | -                                     | 50,991          | 35,468          | 1.00           | 43,704      | -                                     | 43,704          | 34,501          |
| Medical Review Officer  | 1.00           | 88,892      | -                                     | 88,892          | 54,035          | 1.00           | 91,811      | -                                     | 91,811          | 62,809          |
| Paralegal (Retirement Paralegal)                              | 2.00           | 122,362     | -                                     | 122,362         | 57,916          | 2.00           | 126,922     | -                                     | 126,922         | 86,648          |
| Payroll Audit Specialist 2                                    | 2.00           | 92,144      | -                                     | 92,144          | 64,628          | 2.00           | 93,734      | -                                     | 93,734          | 73,372          |
| Payroll Specialist 1  | 1.00           | 38,565      | -                                     | 38,565          | 29,968          | 1.00           | 38,836      | -                                     | 38,836          | 32,697          |
| Principal Accountant  | 2.00           | 260,929     | -                                     | 260,929         | 102,772         | 2.00           | 256,929     | -                                     | 256,929         | 67,065          |
| Program Coordinator   | 3.00           | 232,367     | -                                     | 232,367         | 130,880         | 4.00           | 359,999     | -                                     | 359,999         | 201,469         |
| Program Manager   | 1.00           | 130,707     | -                                     | 130,707         | 63,462          | 1.00           | 148,500     | -                                     | 148,500         | 75,333          |
| Public Information Clerk                                      | 3.00           | 111,627     | -                                     | 111,627         | 86,893          | 3.00           | 112,366     | -                                     | 112,366         | 98,895          |
| Retirement Administrator                                      | 1.00           | 193,640     | -                                     | 193,640         | 108,041         | 1.00           | 206,001     | -                                     | 206,001         | 116,525         |
| Retirement Assistant  | 8.00           | 345,163     | -                                     | 345,163         | 233,869         | 8.00           | 357,878     | -                                     | 357,878         | 266,318         |
| Retirement General Counsel                                    | 1.00           | 174,275     | -                                     | 174,275         | 93,170          | 1.00           | 190,817     | -                                     | 190,817         | 97,208          |
| Senior Management Analyst (Retirement Financial Specialist 3) | 1.00           | 69,478      | -                                     | 69,478          | 20,077          | 2.00           | 139,989     | -                                     | 139,989         | 69,755          |
| Senior Paralegal  | 1.00           | 67,203      | -                                     | 67,203          | 48,120          | 1.00           | 67,675      | -                                     | 67,675          | 22,439          |
| Senior Public Information Officer                             | 1.00           | 64,386      | -                                     | 64,386          | 38,321          | 1.00           | 63,700      | -                                     | 63,700          | 43,055          |

# City Agencies

**Table 27: San Diego City Employees' Retirement System Salary Schedule (Cont'd)**

| Position Title                   | FY 2011 Budget |                     |                                       |                     |                     | FY 2012 Budget |                     |                                       |                     |                     |
|----------------------------------|----------------|---------------------|---------------------------------------|---------------------|---------------------|----------------|---------------------|---------------------------------------|---------------------|---------------------|
|                                  | Positions      | Base Salary         | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits     | Positions      | Base Salary         | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits     |
| Supervising Management Analyst   | 3.00           | 227,747             | -                                     | 227,747             | 145,155             | 3.00           | 240,523             | -                                     | 240,523             | 175,265             |
| Promotions                       | -              | 27,000              | -                                     | 27,000              | 12,889              | -              | -                   | -                                     | -                   | -                   |
| Recognition Program <sup>1</sup> | -              | -                   | -                                     | -                   | 20,000              | -              | -                   | -                                     | -                   | 20,000              |
| Overtime                         | -              | 20,500              | -                                     | 20,500              | -                   | -              | 49,759              | -                                     | 49,759              | -                   |
| <b>TOTAL</b>                     | <b>62.00</b>   | <b>\$ 4,355,396</b> | <b>\$ -</b>                           | <b>\$ 4,355,396</b> | <b>\$ 2,571,885</b> | <b>62.00</b>   | <b>\$ 4,459,124</b> | <b>\$ -</b>                           | <b>\$ 4,459,124</b> | <b>\$ 2,673,638</b> |

<sup>1</sup> Applies to personnel costs but is not considered a typical employee benefit such as retirement or insurance.

## San Diego Data Processing Corporation

### Mission Statement

To support, improve, build, and maintain clients' information technology needs through an open and honest partnership.

San Diego Data Processing Corporation (SDDPC) was formed in 1979 by the City of San Diego to realize the benefit of privatizing its information technology (IT) functions. SDDPC continues to provide those benefits, while also supporting the City with professional, quality IT services.

SDDPC is at the forefront of providing IT and telecommunications services to the departments of the City of San Diego, as well as other municipal and nonprofit organizations. SDDPC provides hardware, software, and networks to give our customers immediate access to the information they need. These programs and services have been nationally recognized by Gartner and the Project Management Institute for innovation and efficiency.

The Fiscal Year 2012 Budget for SDDPC was developed based on the Fiscal Year 2012 IT budgets of City departments and other (non-City) customers. SDDPC has its own Board of Directors, appointed by the Mayor. The Fiscal Year 2012 Adopted Budget was approved by the SDDPC Board of Directors on July 25, 2011.

In Fiscal Year 2011, working with direction from the Mayor's Office and the City Council, SDDPC has worked to significantly increase business outside of the City of San Diego. The Agency has added sales, marketing, and proposal development resources as part of their effort to broaden and diversify their business base by targeting other city and municipal departments as well as commercial customers. In doing so, services will be "insourced", and will result in a reduction of the IT service rates charged to the City of San Diego, thereby lowering the costs to San Diego residents.

As a partner of the City, SDDPC is committed to delivering cost-effective, efficient, and high-quality IT services so that the residents of San Diego receive quality public safety, library, parks and recreation, and related services that depend on the performance of IT services. The Agency's continuing goal is to be an on-going effective and secure resource for the City of San Diego.

**Table 28: San Diego Data Processing Corporation Budget Summary**

|                                   | FY 2011<br>Budget    | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|-----------------------------------|----------------------|----------------------|--------------------------|
| Positions                         | 233.00               | 214.00               | (19.00)                  |
| Personnel Expense                 | \$ 23,859,123        | \$ 22,731,562        | \$ (1,127,561)           |
| Non-Personnel Expense             | 15,764,638           | 16,319,428           | 554,790                  |
| <b>TOTAL</b>                      | <b>\$ 39,623,761</b> | <b>\$ 39,050,990</b> | <b>\$ (572,771)</b>      |
| Procured Services <sup>1</sup>    | \$ 21,097,372        | \$ 14,488,490        | \$ (6,608,882)           |
| Capital Expenditures <sup>2</sup> | 1,483,069            | 7,053,903            | 5,570,834                |

<sup>1</sup> Procured Services: These figures represent the dollar value of goods and services procured by San Diego Data Processing Corporation (SDDPC) at the request of their customers. These amounts are funded by customers and therefore not part of the annual SDDPC Operating Budget.

<sup>2</sup> Capital Expenditures: These figures represent the dollar value of capital investments by SDDPC. The depreciation associated with Capital Expenditures is included in the Agency expenses as a line item on Table 29.

**Table 29: San Diego Data Processing Corporation Operating Expenditures**

|   | FY 2011<br>Budget    | FY 2012<br>Budget    | FY 2011 - 2012<br>Change |
|---|----------------------|----------------------|--------------------------|
| <b>PERSONNEL</b>  |                      |                      |                          |
| Salaries & Wages  | 17,607,826           | 16,872,890           | (734,936)                |
| Overtime  | 131,447              | 162,031              | 30,584                   |
| Fringe Benefits (Health, Workers' Compensation, Insurance)  | 2,101,644            | 1,869,905            | (231,739)                |
| Fringe Benefits (pension)   | 3,508,724            | 3,348,795            | (159,930)                |
| Fringe Benefits (other--Payroll Taxes, Benefit Allowance, Tuition, Recognition, Recruiting, Accrued Vacation) | 509,482              | 477,940              | (31,542)                 |
| <b>SUBTOTAL PERSONNEL</b>   | <b>\$ 23,859,123</b> | <b>\$ 22,731,562</b> | <b>\$ (1,127,561)</b>    |
| <b>NON-PERSONNEL</b>  |                      |                      |                          |
| Data/Voice Circuits & Lines   | \$ 4,001,906         | \$ 4,426,906         | \$ 425,000               |
| Professional Services   | 1,079,472            | 2,017,593            | 938,121                  |
| Equipment & Software Maintenance  | 4,921,099            | 4,241,695            | (679,404)                |
| Depreciation  | 3,995,632            | 3,975,449            | (20,183)                 |
| Facilities  | 1,134,700            | 1,057,594            | (77,106)                 |
| Supplies & Other  | 631,829              | 600,191              | (31,638)                 |
| <b>SUBTOTAL NON-PERSONNEL</b>   | <b>\$ 15,764,638</b> | <b>\$ 16,319,428</b> | <b>\$ 554,790</b>        |
| <b>TOTAL</b>  | <b>\$ 39,623,761</b> | <b>\$ 39,050,990</b> | <b>\$ (572,771)</b>      |

# City Agencies

**Table 30: San Diego Data Processing Corporation Significant Operating Budget Adjustments**

| Significant Budget Adjustments   | Position       | Revenue             | Expenses            |
|--|----------------|---------------------|---------------------|
| <b>SALARIES AND BENEFITS ADJUSTMENTS</b>   |                |                     |                     |
| The net reduction in Salary and Overtime is \$704,352 and the overall reduction in fringe benefits is \$423,209. The adjustment reflects an anticipated net reduction of 19.00 FTE positions. The reductions include: 10.00 FTE positions in Operations and Infrastructure Services, 2.00 FTE positions in Corporate Overhead and 14.00 FTE positions through attrition, partially offset by an increase of 7.00 positions in Customer and Application Services. The reduction in Salary, Overtime and Fringe Benefits reflects savings from staff reductions and attrition. | (19.00)        | \$ -                | \$ (1,127,561)      |
| <b>NON-PERSONNEL EXPENDITURE ADJUSTMENTS</b>   |                |                     |                     |
| <b>Depreciation</b> Reduction reflects a net decline in depreciation associated with previously planned and acquired assets.   | -              | \$ -                | \$ (20,183)         |
| <b>Data &amp; Voice Circuits &amp; Lines</b> Increase reflects additional circuit and line cost.   | -              | -                   | 425,000             |
| <b>Facilities</b> Reduction reflects lower insurance and maintenance costs.  | -              | -                   | (77,106)            |
| <b>Professional Services</b> Increase is primarily the result of additional services required to support the outside sales initiative.   | -              | -                   | 938,121             |
| <b>Equipment &amp; Software Maintenance</b> Reduction is primarily the result of lower maintenance costs from eliminating mainframe services.  | -              | -                   | (679,404)           |
| <b>Supplies &amp; Other</b> Reduction is the result of lower operating supply expenses associated with the elimination of the mainframe.   | -              | -                   | (31,638)            |
| <b>TOTAL EXPENSE ADJUSTMENTS</b>   | <b>(19.00)</b> | <b>\$ -</b>         | <b>\$ (572,771)</b> |
| <b>REVENUE ADJUSTMENTS</b>   |                |                     |                     |
| <b>City Of San Diego</b> Decrease primarily reflects lower professional services revenue due to an anticipated decrease in volume and lower professional services labor rates.   | -              | \$ (335,729)        | \$ -                |
| <b>All Other Customers (Non City - Includes ARJIS, County, SDCERS, and Other Customers)</b> Net decrease in revenue primarily reflects lower computer services revenue as a result of eliminating mainframe services.  | -              | (237,042)           | -                   |
| <b>TOTAL REVENUE ADJUSTMENTS</b>   | <b>-</b>       | <b>\$ (572,771)</b> | <b>\$ -</b>         |

**Table 31: San Diego Data Processing Corporation Revenues**

| Revenue Source                 | FY 2011 Budget | FY 2012 Budget | FY 2011 - 2012 Change |
|--------------------------------|----------------|----------------|-----------------------|
| City of San Diego <sup>1</sup> | \$ 34,750,760  | \$ 34,415,031  | \$ (335,729)          |

**Table 31: San Diego Data Processing Corporation Revenues (Cont'd)**

| Revenue Source  | FY 2011 Budget       | FY 2012 Budget       | FY 2011 - 2012 Change |
|---|----------------------|----------------------|-----------------------|
| San Diego City Employees' Retirement System (SDCERS)  | 1,204,737            | 1,578,226            | 373,489               |
| Automated Regional Justice Information System (ARJIS) | 3,455,348            | 2,245,105            | (1,210,243)           |
| County  | 99,243               | 232,109              | 132,866               |
| All Other   | 113,673              | 580,519              | 466,846               |
| <b>TOTAL</b>  | <b>\$ 39,623,761</b> | <b>\$ 39,050,990</b> | <b>\$ (572,771)</b>   |

<sup>1</sup> In FY 2011 this line item was broken out to distinguish between revenue received from the City of San Diego and the OneSD project.

**Table 32: San Diego Data Processing Corporation Salary Schedule**

| Position Title                 | FY 2011 Budget |             |                                       |                 |                 | FY 2012 Budget |             |                                       |                 |                 |
|--------------------------------|----------------|-------------|---------------------------------------|-----------------|-----------------|----------------|-------------|---------------------------------------|-----------------|-----------------|
|                                | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits |
| Admin Assistant                | 1.00           | \$ 50,120   | \$ -                                  | \$ 50,120       | \$ 17,291       | 1.00           | \$ 50,120   | \$ -                                  | \$ 50,120       | \$ 16,761       |
| Billing Supp. Analyst          | 1.00           | 50,980      | -                                     | 50,980          | 17,588          | 1.00           | 50,980      | -                                     | 50,980          | 17,048          |
| Business Analyst               | 2.00           | 166,626     | -                                     | 166,626         | 57,484          | 2.00           | 166,625     | -                                     | 166,625         | 55,721          |
| Buyer                          | 3.00           | 161,582     | -                                     | 161,582         | 55,744          | 3.00           | 198,822     | -                                     | 198,822         | 66,488          |
| Chief Financial Officer        | 1.00           | 135,268     | -                                     | 135,268         | 46,666          | 1.00           | 135,268     | -                                     | 135,268         | 45,235          |
| Corporate Counsel              | 1.00           | 177,637     | -                                     | 177,637         | 61,283          | 1.00           | 177,637     | -                                     | 177,637         | 59,404          |
| Corporate Legal Assistant      | 1.00           | 52,000      | -                                     | 52,000          | 17,939          | 1.00           | 52,000      | -                                     | 52,000          | 17,389          |
| Data Center Operations Analyst | 1.00           | 67,865      | -                                     | 67,865          | 23,413          | 1.00           | 67,865      | -                                     | 67,865          | 22,695          |
| Data Center Operator           | 8.00           | 345,527     | -                                     | 345,527         | 119,203         | 6.00           | 271,140     | -                                     | 271,140         | 90,672          |
| Database Administrator         | 8.00           | 724,000     | -                                     | 724,000         | 249,772         | 8.00           | 753,766     | -                                     | 753,766         | 252,067         |
| Desktop Support Analyst        | 9.00           | 488,904     | -                                     | 488,904         | 168,666         | 9.00           | 483,258     | -                                     | 483,258         | 161,606         |
| Division Director              | 2.00           | 288,269     | -                                     | 288,269         | 99,449          | 3.00           | 443,279     | -                                     | 443,279         | 148,237         |
| Executive Assistant            | 1.00           | 55,973      | -                                     | 55,973          | 19,310          | 1.00           | 55,973      | -                                     | 55,973          | 18,718          |
| Facilities Manager             | 1.00           | 84,249      | -                                     | 84,249          | 29,065          | -              | -           | -                                     | -               | -               |
| Financial Analyst              | 2.00           | 132,453     | -                                     | 132,453         | 45,695          | 2.00           | 132,453     | -                                     | 132,453         | 44,293          |
| Help Desk Specialist           | 1.00           | 44,971      | -                                     | 44,971          | 15,515          | 1.00           | 44,971      | -                                     | 44,971          | 15,039          |
| Human Resources Rep            | 1.00           | 52,000      | -                                     | 52,000          | 17,939          | 1.00           | 60,000      | -                                     | 60,000          | 20,065          |

# City Agencies

**Table 32: San Diego Data Processing Corporation Salary Schedule (Cont'd)**

| Position Title                    | FY 2011 Budget |             |                                       |                 |                 | FY 2012 Budget |             |                                       |                 |                 |
|-----------------------------------|----------------|-------------|---------------------------------------|-----------------|-----------------|----------------|-------------|---------------------------------------|-----------------|-----------------|
|                                   | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits | Positions      | Base Salary | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal | Fringe Benefits |
| Information Security Officer      | 1.00           | 128,961     | -                                     | 128,961         | 44,490          | 1.00           | 100,000     | -                                     | 100,000         | 33,441          |
| Information Security Specialist   | 2.00           | 157,000     | -                                     | 157,000         | 54,163          | 2.00           | 171,000     | -                                     | 171,000         | 57,184          |
| Inventory Control Specialist      | 1.00           | 36,092      | -                                     | 36,092          | 12,451          | 1.00           | 36,092      | -                                     | 36,092          | 12,070          |
| Mail Systems Administrator        | 4.00           | 297,967     | -                                     | 297,967         | 102,795         | 4.00           | 269,953     | -                                     | 269,953         | 90,275          |
| Maintenance                       | 1.00           | 34,840      | -                                     | 34,840          | 12,019          | 1.00           | 34,840      | -                                     | 34,840          | 11,651          |
| Network Administrator             | 13.00          | 925,357     | -                                     | 925,357         | 319,238         | 10.00          | 697,975     | -                                     | 697,975         | 233,410         |
| Network Coordinator               | 1.00           | 75,681      | -                                     | 75,681          | 26,109          | 1.00           | 75,681      | -                                     | 75,681          | 25,309          |
| Network Engineer                  | 5.00           | 529,016     | -                                     | 529,016         | 182,505         | 5.00           | 529,016     | -                                     | 529,016         | 176,908         |
| Network Services Technician       | 6.00           | 329,565     | -                                     | 329,565         | 113,696         | 5.00           | 280,791     | -                                     | 280,791         | 93,899          |
| NOC Analyst                       | 4.00           | 288,003     | -                                     | 288,003         | 99,358          | 4.00           | 271,005     | -                                     | 271,005         | 90,627          |
| Payroll Specialist                | 1.00           | 51,500      | -                                     | 51,500          | 17,767          | 1.00           | 51,500      | -                                     | 51,500          | 17,222          |
| Executive Director                | 1.00           | 190,000     | -                                     | 190,000         | 65,548          | 1.00           | 210,000     | -                                     | 210,000         | 70,226          |
| Principal Analyst                 | 56.00          | 5,015,378   | -                                     | 5,015,378       | 1,730,250       | 60.00          | 5,216,720   | -                                     | 5,216,720       | 1,744,521       |
| Prod Control Analyst              | 3.00           | 132,898     | -                                     | 132,898         | 45,849          | 4.00           | 175,377     | -                                     | 175,377         | 58,648          |
| Program Manager                   | 7.00           | 640,388     | -                                     | 640,388         | 220,927         | 6.00           | 596,342     | -                                     | 596,342         | 199,422         |
| Programmer Analyst                | 26.00          | 1,713,685   | -                                     | 1,713,685       | 591,198         | 29.00          | 1,656,622   | -                                     | 1,656,622       | 553,990         |
| Project Manager                   | 7.00           | 588,351     | -                                     | 588,351         | 202,975         | 7.00           | 600,961     | -                                     | 600,961         | 200,967         |
| Receptionist                      | 1.00           | 38,462      | -                                     | 38,462          | 13,269          | 1.00           | 38,462      | -                                     | 38,462          | 12,862          |
| Resource Manager                  | 14.00          | 1,531,544   | -                                     | 1,531,544       | 528,366         | 13.00          | 1,396,711   | -                                     | 1,396,711       | 467,073         |
| Service Delivery Analyst          | 8.00           | 454,328     | -                                     | 454,328         | 156,739         | 7.00           | 403,411     | -                                     | 403,411         | 134,904         |
| Senior Accountant                 | 1.00           | 63,038      | -                                     | 63,038          | 21,747          | 1.00           | 68,038      | -                                     | 68,038          | 22,753          |
| Senior Technical Specialist       | 9.00           | 983,271     | -                                     | 983,271         | 339,218         | 8.00           | 841,215     | -                                     | 841,215         | 281,310         |
| Supervisor Operations             | 4.00           | 227,919     | -                                     | 227,919         | 78,630          | 3.00           | 175,652     | -                                     | 175,652         | 58,740          |
| Supervisor Senior Comp Specialist | 1.00           | 73,883      | -                                     | 73,883          | 25,489          | -              | -           | -                                     | -               | -               |

**Table 32: San Diego Data Processing Corporation Salary Schedule (Cont'd)**

| Position Title   | FY 2011 Budget |                     |                                       |                     |                     | FY 2012 Budget |                     |                                       |                     |                     |
|--|----------------|---------------------|---------------------------------------|---------------------|---------------------|----------------|---------------------|---------------------------------------|---------------------|---------------------|
|  | Positions      | Base Salary         | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits     | Positions      | Base Salary         | Salary Increases (Merit, Bonus, etc.) | Salary Subtotal     | Fringe Benefits     |
| Supervisor Technical Services                          | 1.00           | 78,200              | -                                     | 78,200              | 26,978              | 1.00           | 78,200              | -                                     | 78,200              | 26,151              |
| Systems Programmer                                     | 8.00           | 753,795             | -                                     | 753,795             | 260,051             | 7.00           | 647,242             | -                                     | 647,242             | 216,444             |
| Technical Support Analyst                              | 3.00           | 129,972             | -                                     | 129,972             | 44,839              | 3.00           | 135,009             | -                                     | 135,009             | 45,148              |
| Overtime   | -              | 131,447             | -                                     | 131,447             | 45,348              | -              | 162,031             | -                                     | 162,031             | 54,185              |
| Market Adj/<br>Promotions/<br>Critical Skills/<br>Comm | -              | 50,000              | -                                     | 50,000              | 17,249              | -              | 100,000             | -                                     | 100,000             | 33,441              |
| Vacancy Factor   | -              | (989,692)           | -                                     | (989,692)           | (341,433)           | (14.00)        | (1,129,080)         | -                                     | (1,129,080)         | (377,575)           |
| <b>TOTAL</b>   | <b>233.00</b>  | <b>\$17,739,273</b> | <b>\$ -</b>                           | <b>\$17,739,273</b> | <b>\$ 6,119,850</b> | <b>214.00</b>  | <b>\$17,034,922</b> | <b>\$ -</b>                           | <b>\$17,034,922</b> | <b>\$ 5,696,640</b> |